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Guerrilla Polling

Public policy professor
ANGELA HAWKEN

works with undercover researchers
in Syria to mine public opinion
about the Assad government.

WAYNE STROM

Celebrating 40 years in Pepperdine classrooms

TAKING A BYTE

Apple's iPad has taken the technology world
by storm, but is it useful in the classroom?

MEET CARMEN LANDRUM ('38)

One of Pepperdine's first graduates remembers
the earliest days of the University



The Pepperdine *Faithful*



Who are the “Faithful?”

They’re the folks fully committed to our mission, who regularly step up in support of Pepperdine, convinced that this is absolutely the best place to make a difference in lives and leaders yet to come.

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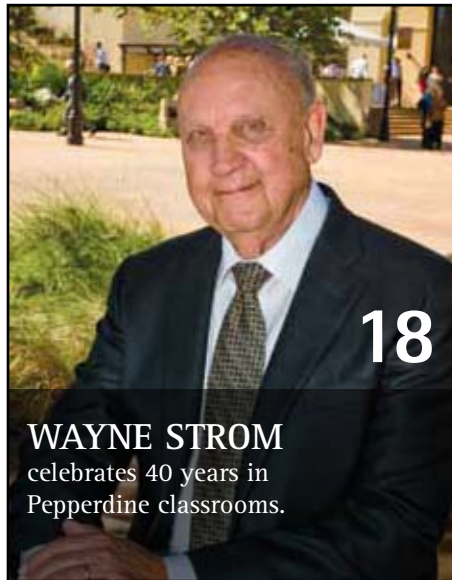
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Abbreviations—GPC: George Pepperdine College; SC: Seaver College; SOL: School of Law; SPP: School of Public Policy; GSBM: Graziadio School of Business and Management; GSEP: Graduate School of Education and Psychology.

Pepperdine is affiliated with Churches of Christ, of which the University's founder, George Pepperdine, was a lifelong member.

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BOLD STEPS

Every fall students from all corners of the world arrive on the campuses of Pepperdine University ready to embark on new adventures. They come poised to learn and grow, to embrace opportunities and challenges alike. The beginning of these journeys marks a bold step in their lives.

In this issue of *Pepperdine Magazine* we turn the spotlight on members of the Pepperdine community who have taken big, brave, and bold steps of their own. We share the story of Pepperdine's innovative exploration into iPad technology, and professor Angela Hawken's groundbreaking work with undercover researchers in Syria.

President Benton shares his perspective on why it is important for the University to take decisive steps on the road to national prominence in athletics, and in this edition's "Pepperdine Prologue," we meet Carmen Landrum, who traveled from Kentucky to Los Angeles in 1937 to become part of Pepperdine's first graduating class, just four students strong.

This issue offers only a snapshot of the choices Pepperdine people make every day to live their lives to the fullest. We hope you'll visit magazine.pepperdine.edu and send us yours.

—Megan Huard

TELL US WHAT YOU THINK!

Do you like what you're reading?
Did we get it all wrong?

Visit magazine.pepperdine.edu to tell us what you think about what you're reading and how we're doing. We'll publish your thoughts in the next issue.

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THE POWER TO HEAL

I received my MBA from Pepperdine in 2006, and I absolutely love and miss the school. I look forward to reading and hearing about Pepperdine from my home in St. Louis, and I was especially thrilled to read about representatives from Pepperdine's School of Law working in Rwanda. I'm currently working with the government of Rwanda to build new radio and TV transmission sites throughout the country. I've traveled to Rwanda eight times, and I look forward to every visit. The country is beautiful, and the people are very friendly.

—Nathan Smith (MBA '06, PKE 116)



A LONG AND DEEP PAST

I am a parent of a student at Pepperdine University. I want to say thank you for this story on Pepperdine University and how it came to be. Mr. Pepperdine and all those involved in this wonderful University have really made a difference in so many students. I thank God for them and for all of you who continue to make a difference. I know my son has been blessed with a wonderful gift by being there.

—Yolanda Macias



KEEPING THE HOPE

Wow, how inspiring. Chris is a gentleman who cares so deeply about others and this is a true heartfelt story of a unique, caring individual. I have shared this article with those I work with, as well as family and friends throughout the U.S. I just can't put into words the meaning of this foundation and how it truly is a celebration of life.

—Connie Kuennen



INTRODUCING THE CHURCHES OF CHRIST HERITAGE CENTER

I enjoyed your article regarding the Churches of Christ Heritage Center. I have had a chance to tour the center twice and have found it most interesting. Tracing our roots back in the Restoration Movement is an enlightening exercise that can shape our vision going forward. Jerry and his team have done a great job with the center.

—Mark Kirk

As one who loves our church heritage and the stories of the people who shaped our movement, I am thrilled to have the Churches of Christ Heritage Center at Pepperdine. I've done research at the Disciples of Christ Historical Society and the ACU Center for Restoration Studies. It is my hope that Pepperdine's Heritage Center will become an equal to these great resources for historians. The Churches of Christ will be blessed to have the stories of the Restoration Movement on the West Coast preserved for future generations.

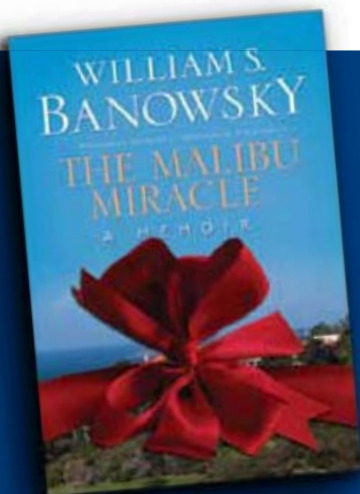
—Bonnie Miller ('69, MS '01)



MEDICAL MISSION

I wish when I graduated that this would have been available. I had volunteered for Peace Corps but there were no openings so I joined VISTA. It was a good experience but there was not enough interaction with the people we most wanted to help. I envy the changed lives of not only the local people helped through dentistry, vision, and health care but also the providers. This changes one for a lifetime.

—Dentist, Pocatello, Idaho



EXCLUSIVE OFFER FOR *THE MALIBU MIRACLE*

Reserve your copy of *The Malibu Miracle* to read President Emeritus William S. Banowsky's firsthand account of the triumphs and tragedies that brought Pepperdine to Malibu. Copies of *The Malibu Miracle* are now available to *Pepperdine Magazine* readers at a special, promotional offer of two books for \$34.95 (plus S&H) at www.themalibumiracle.com. Use code **pepmag2** at checkout. Offer expires February 15, 2011.



WHY IS IT IMPORTANT FOR PEPPERDINE TO RETURN TO NATIONAL PROMINENCE IN ATHLETICS?

“PEPPERDINE MUST RETURN TO NATIONAL PROMINENCE IN ATHLETICS. The Campaign for Pepperdine will address some of the present physical impediments, but the commitment must be made today that each fully funded sport will be positioned to compete in the top 25 in the nation or, in several instances, at a much higher level. Pepperdine has a tradition of competing against much larger schools with great success, and we should aspire to excellence and student academic success across all programs. What we choose to do we will do well, and our student-athletes, institution-wide student morale, and our public profile will be the beneficiaries.”

—“Boundless Horizons,” Andrew K. Benton, September 2010



By Andrew K. Benton
President, Pepperdine University

In 1998, the late Milton Friedman, a Nobel Prize-winning economist (and dear friend to Pepperdine, by the way) publicly chastised the administration of Rutgers University—his alma mater—for pursuing national prominence in college sports. While I was often impressed by Friedman’s economic theories, I can’t say that I was moved by his arguments when he declared in the student newspaper—the *Daily Targum*—that universities do not “exist...to provide entertainment for spectators or employment for athletes.” If that was the only return a university could expect, I would have to agree with his assertion; but from my perspective, strong athletic programs contribute greatly to the life of the individual athlete and the life of the university as a whole.

The chance to compete at the national level instills within each athlete a desire for excellence. At Pepperdine, coaches, trainers, and staff harness the athlete’s love of competition and use it as an opportunity to teach life lessons about integrity, honor, dedication, a strong work ethic, teamwork, sportsmanship, prioritization of time, service to others, and leadership. The institution as a whole benefits when a successful athletic program unites the campus community and the alumni around the spirit of school pride that only championship play can ignite.

Even so, as I added the words “*Pepperdine must return to national prominence in athletics*” to the vision document I shared with the Pepperdine community earlier this fall, I realized that some thoughtful

members of our community might share concerns similar to Friedman's.

In response to Friedman, Rutgers president, Francis L. Lawrence agreed that "[Rutgers'] primary mission is the academic one," adding that the university must achieve the same high level in athletics. "A successful athletic program, in fact," Lawrence wrote, "underlines the university's academic reputation in an especially compelling way."

I would suggest that Friedman's position might have been forged out of frustration with college sports programs that eclipse the academic purpose of the institution and higher education in general. These programs, rare but often high-profile, place such a premium on winning and revenue that they will bend the rules, recruit academically unqualified athletes, and exploit the athletic brand in unseemly if not unethical ways.

Though a local prominent sports writer has declared that Pepperdine will never compete nationally precisely because it refuses to run its programs this way, I would argue that our mission calls us to prove to ourselves and the world that we can excel in ethical competition at the national level. I am motivated by the idea that a university committed to the highest standards of academic excellence and Christian values can likewise compete consistently and successfully in athletics.

Over the years Pepperdine has demonstrated its capacity to field teams of academically qualified, high-performing athletes who are leaders in the class-

room and in the community. Our track record is phenomenal. Since 1993, the Pepperdine athletics program, competing against much larger schools, has been ranked by the National Association of Collegiate Directors of Athletics as the number one athletics program eight times during that period. Few schools of any size have consistently placed as high in this prestigious, national competition as has Pepperdine.

My concern as president is that the most recent trend data suggest that it will become even more difficult to compete at the national level if we do not act now. We see that universities with successful football programs are turning their attention to Olympic sports and are using resources generated from their football programs to compete with greater success. To counter, universities with non-football programs are focusing on sports where they can be most successful and are leveraging them to invest in new facilities. These strategies are working and we must respond with vigor and creativity.

To vie for a position on the national stage, Pepperdine must compete effectively in NCAA Division I. Yet, with each passing year our competitors are fielding teams that are better equipped and better prepared than our own athletes. With the addition of Brigham Young University to the West Coast Conference, a development that I fully supported, the stakes are even higher. To compete more effectively with our rivals we must provide our athletes with advanced

practice and training facilities. We must also offer more marketing, recruiting, and staff support to our coaches. And finally, to recruit the nation's most qualified athletes, we must strengthen our ability to fund scholarships.

In a future essay in this publication, I will share Pepperdine's plans for investing in new facilities that are so cleverly designed that they will not only support championship teams but will become a major hub of campus community life—supporting athletes, students, alumni, and faculty and staff alike. For now, let me simply underscore the vital importance of building a durable athletic brand with the potential to better position Pepperdine on the national dais. Very few things we do today will propel us further and faster than fielding championship teams on the national stage.

As I've said, competing in NCAA Division I at the highest levels will require a significant investment in facilities, coaching personnel, and a reevaluation of our recruitment and retention strategies. But I see that this investment will produce a high return, for it will better serve our student-athletes, it will unite and energize our alumni, it will provide for a stronger campus community, and it will underscore the value of our mission to an ever-widening and appreciative audience.

Is success in our athletics programs important to Pepperdine's future? I believe it is essential. ■

➔ **ON THE WEB** To read "Boundless Horizons," please visit www.pepperdine.edu/president

PEPPERDINE ATHLETICS COMPLEX NAMED FOR CHANCELLOR EMERITUS CHARLES B. RUNNELS

Pepperdine University's Chancellor Emeritus Charles B. Runnels, a longtime supporter of Pepperdine Athletics, was honored this fall when the Waves athletics complex was dedicated as the "Charles B. Runnels Sports and Recreation Village."

During an evening ceremony, a large stone monument and plaque was unveiled at the corner of John Tyler Drive and Banowsky Boulevard on the Malibu campus.

"I think that having the name of Charles Runnels headlining the entire village is an anchor for athletics," says John Watson,

director of athletics. "We are in complete harmony with his vision and dreams that student-athletes have their athletic talents challenged and enhanced while they focus upon their development intellectually, socially, physically, and spiritually."

Men's basketball player Gus Clardy shared a memory of Runnels' passion for Pepperdine athletics. Clardy, a Regents Scholar and a WCC All-Academic honoree, recalled a game in which he heard someone yelling at him about rebounding, and assumed it was head coach Tom Asbury. When he turned around, he realized

it was Runnels, who can regularly be found at events in Firestone Fieldhouse, sitting in the first row behind the scorers' table.

Runnels thanked his family and friends, adding: "My prayer for our athletes and coaches and each one of you is that your lives would be filled with the joy of sport, the thrill of victory, and the spirit of teamwork in all that you do. Thank you all, and especially my dear friend Ginny Braun, for the vision and dream to make this village come true for Pepperdine students and for all of you who come to enjoy our sports."

➔ ON THE WEB

For more information and to watch videos from the ceremony, visit www.pepperdinesports.com

PEPPERDINE CELEBRATES LATINO HERITAGE MONTH

Every year from September 15 to October 15, America celebrates Latino Heritage Month as a way to honor Hispanic history and culture within the nation. Pepperdine embraces the month of awareness with a number of events University-wide.

"If we are to be a community in Los Angeles County that truly values and celebrates our distinction of having a large Latin-origin community, we need to begin with education," says Office of Intercultural Affairs (ICA) director Don Lawrence. "We need to truly immerse ourselves into the Latino culture to celebrate and value their traditions and values."

The Diversity Council at the Graduate School of Education and Psychology welcomed guest speaker William Perez, a professor at Claremont Graduate University and emerging leader on research that examines the social and psychological development of immigrant and Latino students. In his lecture, "Exceptional Students, Marginal Lives: Achievement and Civic Engagement Among Undocumented Latino Youths," Perez explored how those who serve undocumented students in an educational or mental health capacity should respond to or support them.

Other Latino Heritage Month events included film screenings of the PBS documentary, *Presumed Guilty*, which dives deep into the Mexican judicial system, and the multiple award-winning documentary film, *The Garden*. In addition, at a special Latino Heritage Month Chapel management consultant and Pepperdine graduate Carlos Conejo ('79) presented an interactive lecture on cultural competencies, leadership, and honoring Latino heritage within the Pepperdine community.

➔ **ON THE WEB** Learn more about Pepperdine's Latino Heritage Month at magazine.pepperdine.edu/latino-heritage-month



NOOTBAAR INSTITUTE HOSTS A CONVERSATION WITH CHIEF JUSTICE BENJAMIN ODOKI

Pepperdine's Herbert and Elinor Nootbaar Institute on Law, Religion, and Ethics and the Global Justice Program presented a conversation with Benjamin Odoki, the chief justice of Uganda, in September at the School of Law. Joining Odoki were panelists justice Geoffrey Kiryabwire of the Uganda High Court, Commercial Division; Tim Perrin, vice dean of the School of Law; and third-year student Nicole Hutchinson, who previously clerked for Odoki in Uganda.

The chief justice spoke on writing the 1995 Constitution of Uganda, advancing the rule of law, and the future of Uganda. "One of the major issues facing the creation of the constitution was the lack of compromise," said Odoki, who chaired the

country's constitutional commission in the early 1990s. "We had to go issue by issue and find the consensus, and then we had to build confidence in the new constitution."

In the capacity of chief justice since 2001, Odoki presides over his country's Supreme Court. From 1989 to 1993 he was chair of the Uganda Constitutional Commission, which collected the views from the public and prepared a draft constitution for Uganda. The draft was debated and adopted by an elected Constituent Assembly in 1995. His book, *The Search for a National Consensus*, which details the making of the 1995 Uganda Constitution, was published in 2005.

➔ **ON THE WEB**
law.pepperdine.edu/nootbaar



ATHLETICS WEB SITE

OFFERS NEW, INTERACTIVE FEATURES FOR WAVES FANS

Pepperdine Athletics has launched a newly enhanced www.pepperdinesports.com to help fans share in the Waves athletic experience. Wave Casts, the live audio and video streaming of Pepperdine's athletic contests, is now free to all viewers. Industry leader GameTracker provides live Internet statistics at Pepperdine home events, and improved calendars help Waves fans know when the next game will take place.

New Web pages have been dedicated to such important sports topics as the Pepperdine Athletics Hall of Fame, the Waves championship teams, and the retired but beloved Pepperdine football program. In addition to featuring higher quality and larger photos and video, an all-new photo store allows fans and family members to purchase many of the photos that they see online. Also available for purchase is new Pepperdine gear through the site's official online store.

➔ ON THE WEB

Explore these features and more at www.pepperdinesports.com

SCHOOL OF PUBLIC POLICY CONFERENCE

EXPLORES LATIN AMERICA'S PRESENT AND FUTURE

Scholars, educators, and community members with a common interest in Latin American Studies came together at the School of Public Policy from November 5 to 6, when Pepperdine hosted the Pacific Coast Council on Latin American Studies (PCCLAS) 2010 annual conference.

The conference, titled "Emerging Consensus in Latin America and the Role of the United States," featured panel members from universities around the world and explored a diverse range of topics including economic development, leftist movements, environmental and agricultural issues, linguistics, Chicano art, and confrontation at shared borderlands.

"This conversation about borders and immigration reform tends to be controversial, so our frank discussion may have surprised some people," says Luisa Blanco, assistant professor of economics, who helped coordinate the event with PCCLAS, adding that a large portion of the conference explored how to improve living standards in the region by tackling violence and drug trafficking.

Alvaro Vargas Llosa, Senior Fellow of the Center for Global Prosperity at the Independent Institute, expanded on how to improve living standards in Latin America in his keynote address. Llosa is a Peruvian writer and political commentator whose research on Latin American history has been featured on the National Geographic Channel.

Blanco was pleased that the conference included discussions about art, science, and the humanities as well as policy. "A lot of the panels were very interdisciplinary in nature and I think people were interested to see how different disciplines all connected to each other in the study of the Latin American region."

➔ ON THE WEB

publicpolicy.pepperdine.edu



Randy Pond



GRAZIADIO SCHOOL OPENS

2010-2011 DEAN'S EXECUTIVE LEADERSHIP SERIES

The Graziadio School of Business and Management reconvened its successful Dean's Executive Leadership Series with Randy Pond of Cisco Systems on October 28 in Santa Clara, California.

As executive vice president of operations, processes, and systems at the networking technology firm Cisco Systems, Pond oversees the functions of corporate affairs, customer value chain management, customer operations, human resources, information technology, and legal services. He also cochairs the Connected Business Operations Council and the Quality Experience Board. To help fuel growth, promote innovation, and increase Cisco's productivity, Pond is currently leading a comprehensive business transformation across Cisco by re-engineering business processes, re-architecting IT systems, and redefining the role of Cisco leadership.

With support from Farmers Insurance, the Dean's Executive Leadership Series brings leading business practitioners and thought leaders to one of Pepperdine University's campuses to discuss real-world challenges and opportunities facing the business community today.

Pond's lecture followed a notable 2009-2010 series, which featured Bank of America president Brian Moynihan shortly before he was named CEO; Jim Gianopolos, chair of 20th Century Fox Filmed Entertainment, who surprised the audience with a 40-minute sneak preview of the hit film *Avatar*; and Anthem Blue Cross president Leslie Margolin, who spoke apologetically at Pepperdine on the heels of testifying before the California State Legislature about a proposed rate hike for Blue Cross customers.

➔ ON THE WEB bschool.pepperdine.edu/dels

EARL LAVENDER

PRESENTS 31ST ANNUAL

WILLIAM M. GREEN

DISTINGUISHED CHRISTIAN SCHOLAR LECTURE

Earl Lavender, executive director of the Institute for Christian Spirituality at Lipscomb University in Tennessee, presented "Redemptive Spirituality (What God Intended in Creation)" as the subject of Pepperdine's 31st annual William M. Green Distinguished Christian Scholar Lecture.

Lavender serves as the director of missions and professor in the College of Bible and Ministry at Lipscomb University, and is the author of numerous books and articles, including entries in *The Encyclopedia of Early Christianity* (1990) and his most recent book *Living God's Love: An Invitation to Christian Spirituality* (2004), coauthored with Gary Holloway.

Born on the mission field in Trieste, Italy, Lavender and his wife Rebecca have planted churches in Italy and Illinois. As a member of the Lipscomb faculty since 1991, he has also served as the missionary-in-residence, led education initiatives, and participated in missions or led mission trips to Italy, Australia, Germany, England, Scotland, Ghana, China, and India.

The William M. Green Distinguished Christian Scholar Lecture Program began in 1980 to perpetuate the memory of the accomplished Christian scholar William M. Green. Throughout the years, these lectures have featured outstanding scholars from Churches of Christ. Pepperdine offers the program to provide its students with a forum for the advancement of Christian scholarship.

➔ ON THE WEB

www.pepperdine.edu/churchrelations

PALMER CENTER EXPLORES MOBILE GIVING AT INNOGIVE CONFERENCE

Pepperdine's Geoffrey H. Palmer Center for Entrepreneurship and the Law hosted the 2010 Innogive Conference titled, "Mobile Giving Demystified," in partnership with the Graziadio School of Business and Management and the Innovative Giving Foundation. The conference aimed to teach participants about the latest in mobile giving tools and strategies that can enhance the reach and relevance of nonprofits both large and small.

More than 50 notable speakers presented at the conference, including Pepperdine president Andy Benton; Ken Barun, former senior vice president of McDonald's Corporation and CEO of Ronald McDonald House Charities Worldwide; Michael Iaccarino, CEO of Mobile Messenger; and Paige Hemmis, philanthropist and motivational character on the ABC show *Extreme Makeover: Home Edition*.

The conference sought to demystify, simplify, and educate attendees about the best practices in mobile and other innovative giving communication solutions, from SMS appeals to custom apps. With multiple breakout sessions on topics such as privacy matters and understanding the mobile user, the instructional classes provided the opportunity for attendees to discuss their own current mobile giving strategies with like-minded companies.

The Palmer Center was established in the fall of 2000 with its dual focus on entrepreneurship and law. The innovative 16-unit certificate program assists law students in pursuing alternative career paths, and provides its Fellows with the necessary education and training to succeed in the fields of business, finance, real estate, entertainment, intellectual property, and technology.

➔ ON THE WEB

law.pepperdine.edu/palmer



PUBLIC POLICY STUDENTS AWARDED MILLENNIUM MOMENTUM FELLOWSHIPS TO HONOR DIVERSITY IN PUBLIC SERVICE

School of Public Policy students David Andrade and Lily Wong (MBA '00) have been named Millennium Momentum Fellowship (MMF) award winners for their exceptional and sustained commitment to public service. The fellowship includes a grant and a year of private mentorship by elected Los Angeles-based officials and executives at prominent nonprofits or sponsoring corporations. The Millennium Momentum Foundation honors students and young professionals from various ethnic backgrounds in public service-related fields.

After graduating from UC Santa Barbara with a sociology degree in 2005, Andrade joined SPP and was admitted to the MMF Leadership Institute, which led to internships with the California State Controller's Office and congressman Howard Berman in Washington, D.C. The second-year international relations and politics major's research at SPP focuses on immigration issues, drug policy, Latin American affairs, and the reconstruction of post-earthquake Haiti.

Wong, a first-year state and local policy student, graduated from UC Davis in 2007 as a political science and psychology major, then worked in a San Francisco-based after-school program helping teenagers to build job skills and find their first jobs. "I'm passionate about working with the voiceless communities that can't vote—the youth and immigrant communities—and giving them access to the system in some way," she says.

Pepperdine students have won awards every year since the fellowship's inception by MMF in 2007; prior winners were Elizabeth Garcia (MPP '07), Bryan Small (MPP '08), Jennine Stebing (MDR '09, MPP '09) and Kimberly Ali (MPP '10). In 2007 SPP received the Ambassador of Education Award from the foundation as an institute committed to the education and professional development of a diverse pool of public policy scholars and practitioners.

SCC^{UR} 2010

PEPPERDINE HOSTS 18TH ANNUAL SOUTHERN CALIFORNIA CONFERENCE FOR UNDERGRADUATE RESEARCH

Nearly 1,000 undergraduate scholars from Southern California arrived on the Malibu campus November 20 to present or absorb research on a myriad of academic disciplines at the 18th annual Southern California Conference for Undergraduate Research (SCC^{UR}). Students from close to 50 regional colleges and universities presented more than 500 projects at the conference, themed “Riding the Crest of Discovery,” representing a full range of degree subjects.

“Typically a conference is focused on one topic, but this conference, by design, celebrates research diversity across the disciplines,” says Stephen Davis, Distinguished Professor of Biology and conference codirector. “We don’t even have an engineering program at Seaver College, but we included engineering presentations from other schools such as California State Polytechnic. The conference extended beyond what our own students normally experience.”

Approximately 100 Pepperdine students participated, presenting an assortment of research topics including local-interest studies of native aquatic life in the Santa Monica Mountains and an analysis of diversity at Seaver College.

The conference series was founded in 1993 at the California Institute of Technology by a group of Los Angeles-based educators to improve education for undergraduate students through hands-on experiences of research and creative activity.

“I enjoyed the excitement and energy of the young scholars as they just began catching new enthusiasm for research and making the realization that they have something to contribute,” adds Davis. “It regenerated my hope for the future—these students have so much talent and ability, as evidenced by their presentations.”

➔ ON THE WEB www.pepperdine.edu/sccur2010

PEPPERDINE WELCOMES NEW FACULTY

As hundreds of new students arrived at Pepperdine this fall to begin a new stage of life, so too did 13 new, full-time faculty members. These professors are beginning a new phase of their careers at the five schools of Pepperdine, enriching the University community with their diverse backgrounds, academic expertise, and professional accomplishments as they educate, inspire, and collaborate with students.


Joining the Seaver College faculty are Dorothy Andreas, Ryan Board, George Carlsen, Jason Chanos, Megan Francis, Eric Olson, Heather Thomson-Bunn, and Nicole F. Velasquez. Two new faculty members join the team at the School of Law—Michael Avi Helfand and Gregory McNeal; two join the Graduate School of Education and Psychology—Carrie Castaneda-Sound and Judy Ho; and the Graziadio School of Business and Management welcomes Steven Opurt to the faculty.



➔ ON THE WEB

Visit magazine.pepperdine.edu/new-faculty-2010 for an in-depth slideshow featuring the newest additions to Pepperdine’s faculty.

Bleeding Blue



Pepperdine fans of all ages cheered as the Waves basketball teams took to the court of Firestone Fieldhouse for Blue and Orange Madness, a beloved University tradition that kicks off the fall athletic season. This year the action-packed event joined with Homecoming, Family Weekend, a concert in Alumni Park, the Sweethearts Brunch, and more for the first annual Waves Weekend. This celebration of the Pepperdine family, held October 15 to 17 on the Malibu campus, brought together alumni, students, parents, faculty, staff, and friends for a fun-filled weekend in the Pepperdine spirit.

and Orange



➔ **ON THE WEB** Visit www.pepperdine.edu/wavesweekend to learn more, view photos and video of Waves Weekend 2010, and start making plans for the 2011 event.

TAKING A BYTE

Apple's iPad has taken the technology world by storm, but is it useful in the classroom? Pepperdine launches a new initiative to find out.

By Sarah Fisher

Students use their iPads to solve problems in Timothy Lucas' math class.



When Apple Inc. announced their new mobile communications device the iPad last year, it was immediately hyped as the next revolutionary step in technology, even predicted by some to replace computers. As an unproven product, though, it was also criticized as merely the latest fad, an expensive gadget likely to become outdated in the time it would take to pay off the credit purchase.

During the product's newsworthy emergence, Timothy Chester, Pepperdine's CIO and vice provost for academic administration, observed that a number of higher education institutions were responding to the new technology at the extremes: some handed out iPads to incoming students while others banned the system on their networks. While weighing how to best utilize the iPad at Pepperdine, it became clear to him that both poles ignore the fact that the device is untested as a learning tool—an oversight that Chester and the Technology and Learning Group at Pepperdine have sought to correct. (See page 17 for more on Chester's approach to the iPad.)

The Pepperdine iPad Research Initiative is a long-term project that moves beyond the hype of the new device. With four professors and hundreds of under- and post-graduate students on board, the trailblazing experiment is unique to the University and stands to set a precedent for other institutions of higher learning grappling with burgeoning technology.

"After the conclusions have been analyzed, Pepperdine and other schools can use this information to make well-informed, data-driven decisions about iPads or similar mobile computing devices as ubiquitous features of teaching and learning," says testing faculty

member and self-confessed "technophile" Christopher Heard, associate professor of religion at Seaver College.

Like his fellow faculty leads in the study—Owen Hall, professor of decision sciences at the Graziadio School of Business and Management; Bernard James, professor of law at the School of Law; and Timothy Lucas, assistant professor of mathematics at Seaver College—Heard teaches the exact same course to two of his classes, one with iPads and one with-

We're not waiting for other schools to help us decide how to use the technology. It involves a tremendous commitment of resources at the risk of finding out that it might not be the right tool for us. Bernard James

out. Students were not informed ahead of time which class would be using the devices, to avoid skewing registration numbers.

The results of this initiative, which will continue throughout the year, could have significant implications. If it proves to be a virtual "thumbs up" for the device—and for subsequent tablet technologies by other companies, such as the BlackBerry Playbook—it could impact what students and parents purchase to support classroom learning. It also has the potential to render certain educational objects, if

not exactly obsolete, then at least less necessary. "It could replace the need for pens, pencils, notes, books, calculators, calendars, organizers, and laptop computers in class," explains Lucas, noting that this will only happen if the device is found to be extensively useful and decreases in price enough to be affordable to the average student.

Lucas notes that for such drastic changes in standard educational equipment to take place, the device must be strictly studied. "It is important that we study the effectiveness of the iPad so that we can measure the benefits of this tool and not simply adopt new technology for its own sake."

While the device may prove revolutionary in classes that involve visual mediums—such as Lucas' mathematics class, where students can manipulate graphs on-screen with their fingertips—other subjects do not involve much that can't be accomplished by a laptop. Law student Kyle Matous finds that a touchscreen keyboard is less efficient for his needs than an external keyboard with raised keys. "If I had an external keyboard, I would use my iPad much more frequently," he says.

Math student Emilie Young says that the device is practical for taking to class, given its small size and weight compared to a computer, but that in her dorm room she sticks to her computer. "The iPad is less practical when I have to write a paper or something, because the only application is Text Edit," she says. "If it had Word or Pages I would use it a lot more. Maybe I could download those things, I don't know yet."

As a longtime PC user, Matous has found that for a student already struggling with a heavy workload it can be hard to find the time to learn how to work an alien device. "There is a balance between using technology to enhance learning versus spending all of your time teaching

students to use the technology," agrees Lucas. Matous' professor Bernard James addresses this potential discrepancy between student needs, saying, "The conclusion of the study may be that the device works better in undergraduate environments, or it may be the opposite, working better for postgraduate students."

James teaches education policy and reform at the School of Law, and has made available on the device his video syllabus—talking-head snippets of con-

cepts that will be discussed in upcoming classes—but has struggled to gain device publication approval for his textbook, *Education Policy and the Law: Cases and Commentary*. He suggests that ultimately the device's role as a learning tool in the long term may rest upon the professors keeping a tech-savvy attitude.

"It may be just a question of how useful the available applications are for any given class," he expands. "If instructors commit to putting resources on the device, then the value goes up tremendously. Personally I want to create an application and am curious

up with technology, with clean technology becoming increasingly important. Like Lucas, he notes that in combining resources and equipment into one mobile tablet device, the iPad and similar products could signal a new era in reduced waste. "It contributes to energy and environmental sustainability," he says.

Heard identifies compatibility with existing technologies as being the biggest challenge of implementing new technology. For example, the iPad's Web browser is Mobile Safari, which is not yet fully compatible with Pepperdine's

learning management system, Courses. Enabling compatibility or fully adopting a new technology can be time-consuming and expensive for universities, which is why Chester asserts the importance of questioning just how beneficial the device is for learning. "By tying the use of the device to mastery of course objectives, we hope to develop some direct evidence to answer the question," he says.

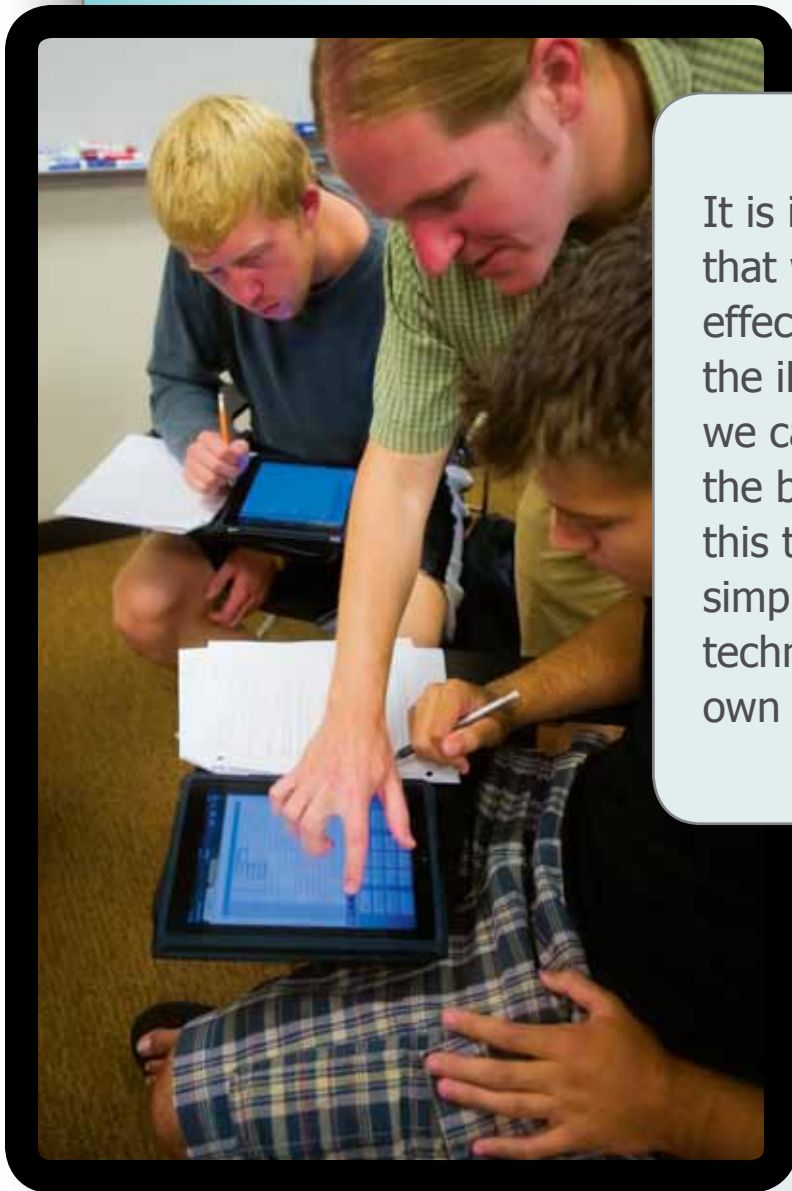
While the results of the study will not be correlated, analyzed, and released for over a year, and the preliminary opinions about the device vary among participants, everyone involved agrees on one thing: that the study itself is a progressive move by

Pepperdine. "We're not waiting for other schools to help us decide how to use the technology," James asserts. "It involves a tremendous commitment of resources at the risk of finding out that it might not be the right tool for us. This research is a feather in Pepperdine's cap at the front of a new movement in technology." ■

It is important that we study the effectiveness of the iPad so that we can measure the benefits of this tool and not simply adopt new technology for its own sake. Timothy Lucas

to see how hard that would be. It's certainly a learning curve for the professors, as well as the students."

Owen Hall maintains that modern business thrives on keeping





By Timothy Chester

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by Campus Technology,
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By focusing on what we do with technology, instead of the technology itself, we put our institutions in the best possible position to increase the value of what we provide to our students. Timothy Chester

CIO Predicament:

What to do About the iPad

Steve Jobs has done it to us once again. With the release of the iPad, Apple has unleashed another revolutionary device upon information technology organizations in higher education. Within hours of its release, the iPad began showing up on campuses as faculty and students attempted to use the device to access library, portal, and other services through our campus networks. How should we respond to this latest encroachment of consumer technology?

One camp sees institution-wide adoption of the iPad as a precursor for innovation; the other views the device as an unwelcome disruption introducing new security and operational risks. Which camp is taking the right approach? If increasing the effectiveness of teaching, learning, and scholarship is the goal, perhaps both approaches leave something to be desired.

The mantra of the early adopter institution is: "Adopt aggressively: Innovation and increased effectiveness will surely come." This approach ignores the fact that most new technologies fail to live up to their hype. Effectiveness is related to the use and application of the technology and has little or nothing to do with the nature of the technology itself.

On the other hand, refusing to provide basic connectivity and support for the iPad does not make much sense either. Refusing to provide iPad users with the same basic services provided by the local Starbucks or Barnes & Noble makes us appear outdated and unreliable. It also unnecessarily increases the gap between those who build and support technology and those who use technology. If we've learned anything, it's that faculty and students will do whatever is necessary to adopt compelling consumer technologies—with or without our blessing.

Our "adopt, adapt, and experiment" approach is designed to acknowledge student expectations to support the iPad while we uphold our faculty as they determine the pedagogical usefulness of the device. The best part of our approach is that it does not require a major outlay of financial resources, which is vital in an era of slashed budgets.

Personally, I remain an enthusiastic and ardent fan of the device. I was one of the first in line at the local Apple Store and I carry my iPad to most meetings. While the iPad has had a positive influence on my work as a technologist, it would be a mistake for me to assume that every person who picks up the device will find the same advantages. Within higher education, there are a variety of aspirations, expectations, skills, and abilities. By focusing on what we do with technology, instead of the technology itself, we put our institutions in the best possible position to increase the value of what we provide to our students.

4 Decades of Discernment

WAYNE STROM
celebrates 40 years in
Pepperdine classrooms,
helping business
students unlock their
full potential.

“IT IS NOT NECESSARY TO REACT, BUT I MAY CHOOSE TO RESPOND,” recites Lynn Powers (MBA ’91, PKE 83). “I typed that phrase, and kept it on my telephone and on my computer. I read it every day until it became a habit. I realized that I became a much better manager when I followed that advice. I just take a deep breath and I listen.”

Powers, now CEO of GaiaM, Inc., a leading fitness media brand, leveraged this skill to rise in the business world and fondly remembers where it all began: under the mentorship of Wayne Strom, professor of behavioral science at the Graziadio School of Business and Management.

“We are programmed from childhood to react, to be defensive,” Strom explains of the mantra. “The kid who raises his hand first in kindergarten gets called on. But if you take a moment and pause, you can tap into more than just a physiological response. Of all the thoughts coming into your head, which of these do you want to nurture? Of the emotions rising to the surface, which of these are constructive and positive? Taking these moments helps us be impactful in a more thoughtful way.”

Lessons such as these have made Strom—part teacher, part coach, counselor, and friend—one of Pepperdine’s most beloved and successful professors. In 2010 he celebrates 40 years of teaching at the University, having signed on in 1970 as one of four original faculty members at the business school. Just a year after his arrival, Strom cofounded the prestigious Presidential and Key Executive MBA Program (PKE), an intensive 20-month program for top-level executives. Today PKE is the only known program of its kind in the world, dedicated to the complex issues

concerning senior executives with enrollment open exclusively to them.


“These are individuals who clearly don’t need the degree to be successful,” observes Strom, who remains an integral part of the program’s faculty. “They have already reached high office and in most cases have achieved financial security. What they need is intellectual stimulation and to become more current in their thinking.”

The PKE program comprises 50 units of course credit in the areas of leading people in changing organizations, forecasting in domestic and global markets, integrating the organization and controlling results, competing domestically and abroad, and strategic implementation. As each new cohort enters the program, they begin with an intensive four-day, live-in effective executive workshop. Strom is at the helm of this opening module.

“We were thrown into this weekend with Wayne and a group of strangers,” remembers PKE alumnus Tom Hajdu (MBA ’05, PKE 113), who runs a mobile entertainment start-up. “You take a bunch of essentially random people—people with completely different skills, backgrounds, industries, age groups—and come face to face with the reality of working closely together for the next two years. Right from the start Wayne creates the opportunity to be part of a high-performance, broad, cross-functional team. I learned the value and power of teamwork, of being receptive to people who have different opinions. It’s a huge competitive advantage.”

Strom’s expertise contributes a unique and critical skill set to the rigorous PKE curriculum. His primary academic focus is the development of leadership processes for corporate renewal. With an emphasis on authentic





On our first night during orientation week, Wayne told us that we all have a photographic memory. I did not believe him, particularly in light of the fact that I could not even remember what I had for lunch, but I was proven wrong. Within approximately 30 minutes I and every one of my cohorts could recall from memory, without a single mistake, the first and last name, along with the unique nickname of each cohort, professor, and class advisor in the room. The idea of the power of being present and focused turned into tangible reality just like that. —Adib Nasle (MBA '09, PKE 122) CEO, Green Age Group



➔ ON THE WEB Share your memories of Wayne Strom at magazine.pepperdine.edu

presence, he teaches a range of personal competencies such as high-impact listening and non-reactive conflict resolution. As a seminar leader on the topic of spirituality in business, he has a special interest in the relationship between various meditative and energy-focused processes, such as mindfulness and the management of breath.

"Breathe deeply and slowly. Release the tightness in your diaphragm. This will allow your central nervous system enough time to release serotonin and dopamine," Strom advises. "As your tension level drops, you can be more present, less reactive, a better listener, and not defensive. By not being defensive yourself, you won't trigger defensiveness in other people. Think of how much more you can accomplish at this level."

He underscores the importance of a multidisciplinary, applied understanding of human behavior as a key to business success. "I don't use organizational behavior books. I don't teach organizational behavior in the traditional way," he says. "My students are reading current research in neuroscience, for example, that's relevant to management behavior. They're learning about stress management and the relationship between the heart, the brain, and other parts of the body."

The business world is vast and varied, but the professionals who find their way into Strom's classroom share some experiences in common regardless of position or industry: urgent deadlines, competing priorities, hectic schedules, stress, and pressure. Knowing how to navigate these real and challenging obstacles is often the difference between those who succeed and those who do not. "Wayne stresses that leadership is an inward process and requires inner work," Hajdu says. "By looking inward one becomes more available to be more productive in the outside world."

Likewise a recurring theme in Strom's instruction is renewal. After so many years in the working world, many PKE students seek a boost to push them through stagnation or burnout. "There are plateaus in life, and people in management especially can hit a plateau," says Strom. "When they do there are two options: they can renew themselves and make a fresh start, or they begin to decline in their performance." Embarking on an educational journey like this is a new beginning.

Reflecting on his long and enriching career at Pepperdine, Strom recalls his own beginning, and the day the Pepperdine community gathered to celebrate the groundbreaking of the Malibu campus. Strom, then one of just a small handful of business professors, sat in the office of president Howard A. White. As friends and supporters flew to Los Angeles from across the globe, Pepperdine ran out of drivers to retrieve them from the airport. Strom stepped in to help.

"It was drizzling—not cold, not raining hard—but wet and humid," he recalls. "When I drove into Malibu the soil looked like soft scoops of orange sherbet. I drove up Seaver Drive and mud shot up through sheets of plywood laid as walkways. I wondered how it would all come together. I think about that day from time to time, and am grateful for the vision that made Pepperdine possible."

It took both vision and faith for Strom himself to sign on board at Pepperdine. He was a doctoral student at UCLA in the 1960s when tensions brewed on the campus of George Pepperdine College in Los Angeles. The campus climate worried the young businessman, who thought, "Pepperdine is someplace I don't see myself going."

Yet just a year and a half later, Strom was working as an internal consultant at Hughes Aircraft when he received a call from his mentor

Duke Page. Page announced that he was forming an MBA program at Pepperdine, and wanted Strom to be a part of it. "Although I had mixed feelings about the transition," Strom remembers, "I was nonetheless delighted to be the fourth faculty member hired to teach at Pepperdine's school of business."

The school was founded with the goal of bridging the gap between academic excellence and practical business experience. "When I was in business school I did not consider myself a seasoned manager, so I was surprised to learn that I had more experience than half my professors," Strom says. "From the start we wanted Pepperdine to be an applied place that embraced the real world. We would only hire faculty with significant business experience."

And they did. Since those early days Strom has served as associate dean, director of graduate programs, and chair of various academic committees. In 1986 he initiated the Pepperdine Civic Leadership Project, through which MBA students assist nonprofit charitable organizations by consulting on their business-related problems. Strom was selected as a Harriet and Charles Luckman Distinguished Teaching Fellow in 1991, and in 2000, he began enlisting PKE students to coach employable but unemployed and homeless men and women in developing job application and interview skills. This fall he received the Howard A. White Award for Excellence in Teaching.

Through it all, Strom has continued to instill in his students the knowledge and skills they need to excel. "What I learned in economics class I use only every once in awhile," Powers says, "but what I learned from Wayne I use every day. He completely changed the course of my life." ■

Public policy professor
ANGELA HAWKEN

works with undercover
researchers in Syria
to mine public opinion
about the Assad
government.

By Sarah Fisher



Guerrilla

●When the Ba'ath Party of Syria staged a coup in 1970—the second in seven years—they centralized control of the country and president Hafez al-Assad began to rule the people with an iron fist. Today Assad's son Bashar continues to run the country as a police state in which dissent is not tolerated. Little has been known about how the people of Syria really feel about their government—until now. ●The nonprofit Democracy Council of California partnered with School of Public Policy professor Angela Hawken to produce a landmark public opinion study of Syrian citizens. Are Assad and the Ba'ath Party feared or respected by the people? If they had the choice, would Syrians choose to stay in their home country or would they prefer to emigrate elsewhere?

Polling

Hawken correctly suspected the results might paint a bleak portrait of a disenchanted population, but what she didn't expect was the high number of Syrians who agreed to share their perspectives. "This data was collected illegally, and field-workers and respondents faced enormous risks for participating," she says. "I'm much less surprised by the survey findings than I am by the fact that this data actually exists."

The covert survey operation was complicated. The Democracy Council organized a group of 60

field-workers to collect data from 1,046 Syrian adults over a period of three weeks from January 16 to February 6, 2010. Because the workers essentially would be acting as spies—performing espionage against their own government—the team had to be more than just adequately competent. "The field-workers were carefully recruited with extensive background checks to ensure they had no ties to the Syrian government," Hawken explains.

Syrian statisticians and demographers helped train the data collectors to select a variety of respondents. "A

true random sample wasn't possible because the survey was illegal," Hawken asserts. Although the Assad government heavily controls today's bastion of free speech—the Internet—the team used Web technology to carry out the undercover project. Field-workers were trained using the Internet video-chat system Skype.

"Skype is encrypted, so the messages could not be intercepted, and using Skype maintained the anonymity of the field-workers," she says. Since no single field-worker knew the identity of any other field-



I expected that Syrian citizens would be unhappy with the performance of their government, but I was surprised at how unhappy they were and that they were willing to be so critical. This survey gives a voice to the voiceless.

—Angela Hawken

worker, if a government agent did manage to pass the background check and infiltrate the group, they would never be able to reveal who else was involved with the project.

“There is a great deal of interest in collecting similar surveys in countries such as Iran and Cuba but this may require alternative data collection procedures in order to circumvent suspicious government officials. Collecting data will be more of a challenge from now on,” Hawken observes. “The results of this survey were embarrassing for the Syrian government and the security apparatus will try to block any future efforts to collect data there. We researchers will

have to learn creative new ways to outsmart these governments. Luckily we have technology on our side.”

While gathering willing respondents, the team found women in particular were hesitant to participate and made up just 31 percent of the sample. “If the respondents’ names were disclosed or if it was found out that they participated in the study, they would have been in serious trouble. The men seemed to be more risk-tolerant in this regard.”

The men were also more likely to be critical of the government, while women were more optimistic about the future of their nation. Hawken attributes this to women’s limited access to information. “Our data showed that women in Syria are much less informed than men are, and have less interest in political issues in general. I expect they were also more timid about participating for fear of the consequences of what might happen.”

While the right to criticize an elected government remains the cornerstone of modern democracy, the men and women surveyed by the Democracy Council truly did risk their lives to answer the survey questions. Not surprisingly, they reported lack of freedom itself as the biggest source of unhappiness; ever since the Ba’ath Party seized control of the country martial law has ruled Syria, providing the government with the excuse that a continual state of emergency warrants curbed freedoms.

“Even though economic times are tough in Syria, it was surprising that the respondents rated ‘lack of freedoms’ as a more pressing problem than economic woes,” Hawken comments. “But in spite of high levels of discontent, there is very little mobilization. The security apparatus is very effective at keeping everyone

in line.” The militarized state is so effective, in fact, and the Syrian government sufficiently chagrined by the findings of the survey, that anyone involved with this study will have to be cautious. “I won’t be landing in Syria any time soon!” she acknowledges.

Her fearlessness in potentially dangerous situations helped initially draw the Democracy Council to Hawken as an independent, objective public policy expert. Her “experience working in some unusual parts of the world” includes two visits to Afghanistan as the coauthor of the United Nations and U.S. State Department’s corruption-monitoring system. The chance to be involved with work on another “difficult country” appealed to her. “I had never worked on a Syria project before,” she says, adventurously. “And my lack of a vested interest in the outcomes was attractive; my independence added credibility to the work.”

The dangers of defying Syria’s strict anti-dissent laws helped shape how the survey questions were chosen; Hawken notes that the survey development was somewhat political. “Many important questions were purposefully left out of the survey because there were concerns that respondents might not participate if the questions were too ‘heated,’” she says.

“For example,” she continues, “issues affecting certain ethnic minorities, such as the Kurds, were left out. Now that we know the data can be collected, and that people are very willing to express their views, more sensitive topics will be included in future surveys.”

All told, Hawken and the team of SPP students that assisted her—Jeremy Grunert, Lindsay Kimbro, and Sabrina Abu-Hamdeh—noted four key findings from the survey:

Angela Hawken is an associate professor of public policy at the Pepperdine University School of Public Policy. Hailing from South Africa, she moved to Los Angeles to complete a PhD in policy analysis at the RAND Graduate School. She advised a State Department-supported think tank in the Eastern European country of Georgia, regularly consults for the United Nations and U.S. State Department, and runs an experiment in Hawaii for high-risk felony probationers called HOPE: Hawaii’s Opportunity Probation with Enforcement.

- A majority of Syrians believe that the political and economic situation in their country is poor, and worse than it was five years ago.
- A majority has little faith in the Assad government's ability to confront the country's problems.
- A substantial majority believes that corruption is widespread.
- A substantial majority believes that the state of emergency in Syria should be lifted.

"Many Syrians said that they would leave the country if they had the choice," Hawken adds.

The number of respondents with a college or bachelor's degree made up the largest percentage of any education level in the survey—38.4 percent. The fact that so many Syrians are well educated may be one of the reasons why they were so willing to respond to the survey and reveal their displeasure about the Assad government. "Syria used to have a strong education system," Hawken notes. "Many good scholars from other countries would flock to Syria because of the high-quality education. Now the education system is in very bad shape and Syrians are deeply disappointed with this."

While the majority of respondents believed their country was heading towards a "worse" future, Syrians under the age of 40 were significantly more optimistic that their personal situations might improve in the future. Still, the simple fact of life under the Assad government is that citizens are repressed by their government, which highlights the groundbreaking success of this survey. "I expected that Syrian citizens would be unhappy with the performance of their government, but I was surprised at how unhappy they were and that they were willing to be so critical. This survey gives a voice to the voiceless." ■

HOPE

Hawaii's Opportunity Probation with Enforcement

Since 2006 Hawken has been leading the randomized controlled trial of Hawaii's Opportunity Probation with Enforcement (HOPE) program, which provides a swift-and-certain-sanctions model of rehabilitation for high-risk probationers. U.S. drug czar Gil Kerlikowske identified HOPE as the most promising initiative that "not only prevents recidivism, but also actively assists individuals to transition to productive lives." *Pepperdine Magazine* asked Hawken for an update on HOPE and what the program could offer former inmates across the United States.

Are you pleased with the progress of the HOPE project so far?

The results have been outstanding. HOPE has resulted in dramatic reductions in drug use, crime, and incarceration. I know of no other program that can improve offender behavior this well at such a low cost. If HOPE works as well in other states as it does in Hawaii, it will revolutionize probation and parole in the U.S. There will be less crime and less incarceration. It's a win-win.

How has the Hawaiian government responded to the results of the project and what plans are in place to expand the model in the United States?

I testified before the Hawaiian legislature in March. Their legislature has been very supportive of HOPE, as has their chief justice, and the federal government is also very interested in HOPE. I testified before Congress in August and it is clear that there is a lot of excitement over HOPE. A number of replication studies are already underway. Oregon, Nevada, Alaska, Arizona, and California have already launched their versions of HOPE and a number of other states are in the planning stages.

Would you consider taking the program to South America, where many countries are struggling with increasing drug-related violence?

HOPE targets drug use. Since most heavy illicit drug users move in and out of criminal-justice supervision, success in reducing their drug use via HOPE supervision could drastically shrink both the drug markets and the fiscal and human costs of drug law enforcement. Countries that supply illicit drugs to the U.S. would benefit from the shrinking U.S. market.

What the long-term plans for HOPE?

We know that HOPE probationers stop using drugs and behave well while they are actively under HOPE supervision, but we don't know if they stay clean when they are off of probation and no one is looking over their shoulders. I have received research funding to track long-term outcomes for HOPE probationers; we will collect hair samples from the HOPE subjects to check on their drug use and use administrative data to see if they have had any encounters with the law. I hired SPP graduate Matt Leighty (MPP '10) as assistant project director, and five SPP students will be involved with this research. We have a great evaluation team and hope to report on preliminary findings early in the new year.

Meet CARMEN LANDRUM ('38)

ONE OF PEPPERDINE'S
FIRST GRADUATES
REMEMBERS THE
EARLIEST DAYS OF
THE UNIVERSITY.



Four students of George Pepperdine College donned caps and gowns on June 6, 1938, to become the school's first graduating class. E. H. Ijams, president of David Lipscomb College, delivered the commencement address honoring the pioneering students: Malcom Hinckley from Harding College; Richard Gibson, a transfer from Abilene Christian College; and Paul Tucker and Carmen Landrum, who had attended David Lipscomb College.

Carmen Landrum was Pepperdine's first female graduate and is the only member of that founding class still with us today. Just days after her 96th birthday, *Pepperdine Magazine* sat down with Carmen in her Los Angeles-area home to remember those early days at the University. In this "Pepperdine Prologue," we share some of those stories in her own words.



THE ROAD TO PEPPERDINE

I'm from Tompkinsville, Kentucky, a little town of about 3,000 to 3,500 people. I had gone to David Lipscomb College in Nashville, and taken classes at a business school. Then the Depression hit, and people just didn't have as much money as they had before. So I lived with my parents and worked for three years.

When I was ready to go back to school to get my degree, it just so happened that George Pepperdine College was opening. Mother and



Father liked the idea of Pepperdine, but of course they didn't like the idea of me being so far away. Instead they talked me into going to the University of Kentucky in Lexington. I spent two overwhelming days on that big campus before discovering that it would take me more than two years to finish. It would take just one at Pepperdine.

I called Mother and Father, and the next morning I got on a bus to travel the 140 miles back to my hometown. From there my father me took me to Nashville to catch a train, beginning a very long journey to California, to Pepperdine. It was my first time alone on a train, and the first night I fell asleep in the wrong seat. Then it felt like days to cross Texas. Eventually I made it.

No one made long-distance phone calls back then except in case of death or emergency, so Father wired Ms. Middlebrooks, the matron of the dormitories at Pepperdine, who had been my matron at David Lipscomb. He said, "Carmen is arriving at 8 o'clock. Please meet her." At the time there were two train depots and my father didn't know to specify at which I would be arriving. She took a chance and greeted me right off the train.

THE EARLY DAYS

Pepperdine was a new adventure for me. This was September 1937 and I was 22, going on 23 years old. I had never been far from home, but I'd always wanted to come out



Landrum, center, oversees the May Day celebration as May Queen in Spring 1938. Dean Tiner (left) and President Baxter (right) are on the back row.

to California. The campus buildings weren't finished when all the students arrived, so we lived for two weeks in the William Penn Hotel down on 8th Street. A tour bus would appear every day after we'd eaten breakfast, and take us to see all the tourist sights around Los Angeles. I remember exactly how the lobby and our rooms looked. Mrs. Pepperdine had picked out the decor. We had tan-colored bedspreads with lettering on them.

The campus was so new and raw-looking, and the architecture was modern. I never much cared for it myself, but it was certainly exciting. The campus felt barren at first, but then the palm trees and shrubs grew and it was lovely.

There were just four of us seniors—three boys and myself—a couple of juniors, but mostly sophomores and freshmen. I was older than the other girls, since I'd worked and gone to school elsewhere. At that time in your life an age gap makes a much bigger difference, but we all liked each other and got along quickly.

I knew Ms. Middlebrooks, and Dr. Baxter, the president—we called him Brother Baxter—had been president of David Lipscomb while I was there. I had known Brother Baxter the way a student would know a president, but you get pretty close to a matron when you're in the dormitory and she's telling you when to go to bed

or when to get up. Dr. Baxter's wife was so nice; we just loved her. To me, being so much younger, he was a real serious man, and that's good; you don't expect him to be a comedian. Knowing them made it easier for me, and for Mother and Father, too.

A STUDENT'S LIFE

I majored in business administration and took a minor in English. I only dropped one class in my life and that was German. All the students ate together in the dining hall and we had wonderful conversation. There was a church right at Vermont, and a lot of the students went there.

When I first arrived, the school helped me get a job at *Southwest Way*, a little newspaper halfway between Pepperdine and downtown. I took ads on the phone. It was a tough job for a new person in town, so soon I started working for Mr. Campbell, the registrar, in his office. I did a lot of typing and it helped with my tuition and expenses.

We had access to streetcars, and sometimes I'd go downtown. I went shopping at Bullock's and saw pictures at the Loews Theatre across the street for 35 cents. There seemed to be a See's Candy on every corner. I had lots of friends and good memories: Dolly Todd, who helped throw a surprise party for me, and Louise Babb, who lived within walking distance on

Vermont. In those days people went for Sunday afternoon rides, back before freeways. One time we went to Knott's Berry Farm for pie and fried chicken; on another occasion we watched the Rose Parade in Pasadena.

Norvel Young was just a year younger than me, and I knew both him and Helen. He had asked me on a date back when we were at Lipscomb, but I was going with someone else at the time. There was a radio program once a week with a cappella singing. I didn't have much of a voice, but we all used to go down there and sing a few lines. We all loved Hugh Tiner, and he was so handsome. He was only 29 and I was 23, so I noticed these things.

There were just four of us seniors—three boys and myself—a couple of juniors, but mostly sophomores and freshmen. I was older than the other girls, since I'd worked and gone to school elsewhere. At that time in your life an age gap makes a much bigger difference, but we all liked each other and got along quickly.



Landrum, front left, with the women's honor organization Alpha Gamma and faculty adviser J. Herman Campbell, 1938



WORKING FOR MR. PEPPERDINE

After graduation I wanted to stay in California, so Mr. Pepperdine gave me a job in his office at Western Auto Supply on the corner of 11th and Grand. He had a private secretary named Edna Thompson, who was the wife of a faculty member and had been with him for years. He called me in each morning, and I'd fill the inkwells on his desk. He'd sit down and dictate; I had learned shorthand and typing at my business school, but I was a nervous wreck the first time. I was making \$80 to \$85 a month in salary.

Mr. Pepperdine was a very nice man: sweet, polite, and even-tempered. Occasionally Mrs. Pepperdine would come in with the children. They lived on West Adams Boulevard, and I remember they had us over for barbeque. There were hamburgers for everyone in the backyard.

I worked there for almost a year to the day, until he decided to sell his share in the company. He gave me an introduction to four or five banks, and I went on to work for Bank of America for many of my working years. ■

➔ **ON THE WEB** Listen to these and more of Carmen Landrum's stories at www.pepperdine.edu/pepperdine-prologue

A MESSAGE FROM THE ALUMNI LEADERSHIP COUNCIL PRESIDENT

When students enter Pepperdine, many of them have a raw passion for something they want to do in the world. They come to this University because they can gain the right knowledge and abilities, and meet the right people, in an environment that ultimately will propel them forward to exercise their passion and change the world. Our students have compassion and are concerned about the greater good, and I have no doubt that all of our alumni carry forth these same qualities and concerns when they leave Malibu or one of our graduate campuses.



I'm Christine Grimm, president of the Pepperdine University Alumni Leadership Council (ALC). The ALC is an advisory board to the University, advocating for all alumni and serving as ambassadors of the mission set forth by Mr. Pepperdine almost 75 years ago. We share Mr. Pepperdine's vision of a vibrant community of alumni, connected to each other, mentoring and hiring new grads, supporting the University and most importantly, making a significant contribution in the world.

The Pepperdine alumni network, our alumni association, is over 90,000 alumni strong, with over 30 organized groups in the U.S. and abroad. I encourage you to take advantage of the many programs and services available—career workshops, networking opportunities, and now downloadable seminars available on iTunes University (itunesu.pepperdine.edu). You can also get connected through Facebook, LinkedIn, Twitter, and our own PAN Online Community.

At the same time, I want to issue a challenge to you to give back where and when you can. There are so many ways to get involved—career mentoring, Waves of Service initiatives, regional social events, and annual giving are just a few of the many opportunities open to you.

I look forward to your participation. *There are many ways to give back and connect.*

CHRISTINE GRIMM ('90)

UPDATE YOUR INFORMATION

- ▶ Have you moved recently? Welcomed an addition to your family? Changed jobs or been promoted?
- ▶ Let us know! We'll keep your profile current on PAN Online and inform you about news and events that mean the most to you.
- ▶ Update your profile at alumni.pepperdine.edu or fill out a simple online form at www.pepperdine.edu/alumni/update.



CAREER CONNECTIONS THROUGH PEPPERDINE ALUMNI NETWORK

HIRE A WAVE

Give back—after all, Waves hire Waves. If you are currently in a position to hire, post your company's jobs at www.pepperdine.edu/alumni/career. If you want to help but do not have an open position, consider becoming a career volunteer by providing an internship, giving a company tour, speaking at an industry roundtable, or becoming a career mentor or coach.

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It's never too late to get moving on your career planning and job search. Let us help! We have mobilized the people, skills, alliances, and technology to provide you with state-of-the-art solutions. These jobs are posted by employers specifically looking to hire Pepperdine students and alumni.

ATTEND PEPPERDINE CAREER WEEK

Mark your calendar now for the third annual Pepperdine Career Week: January 24–28. The week will consist of dozens of sessions to give you a competitive advantage in the workplace. Learn more at www.pepperdine.edu/alumni/careerweek.

PEPPERDINE CAREER WEEK



PAN Online

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RAY MELTVEDT ('82) TAKES HIS CALLING TO SERVE THE POOR DIRECTLY TO THE HOMELESS AND DISENFRANCHISED IN MEXICO WITH HIS NONPROFIT CLUB DUST

Above: Meltvedt with his family at a Club Dust site in Mexico

By Sarah Fisher

RAY MELTVEDT was a churchgoing undergraduate in early 1980s Malibu when he experienced a profoundly simple religious epiphany.

"The local church I was attending had just spent \$2 million on a remodel and yet they ignored starving children only 200 miles away in Mexico, practically on our doorstep," Meltvedt recalls. The contrast in priorities shocked him. "I decided not to theologize the Bible anymore, but to actually just do what it says."

Meltvedt turned to James 1:27 in the Bible, a passage that directs believers to look after orphans and widows in distress, as the most practical application of his faith. He established Clubdust.org, a missions operation devoted to building homes for,

donating essentials to, and supporting the trades of families in Mexico. Thirty years later, the nonprofit has well surpassed Meltvedt's modest ambitions.

"Being a business major with goals, I had a picture of myself in the future at 40 years old with 40 houses built. The part I didn't calculate in my plans was having people help out and by the time I actually turned 40 years old I had over 500 homes built," he says. "By inviting people along for the ride, I'm now 51 with over 1,000 homes built for those in need in Mexico."

Club Dust was recognized as a California nonprofit corporation in August 2002 and operates entirely from donations with zero administrative overhead. Hector Perez Rubio, a pastor in Tijuana, preps for Club Dust's projects throughout the year by choosing families and coordinating the buying of wood and materials. A group of 30 to 300



RELIGION THAT GOD OUR FATHER ACCEPTS AS PURE AND FAULTLESS IS THIS: TO LOOK AFTER ORPHANS AND WIDOWS IN THEIR DISTRESS AND TO KEEP ONESELF FROM BEING POLLUTED BY THE WORLD.

- James 1:27, *New International Version*

Irene with her children in their vegetable garden ►



volunteers builds 16'x 20' homes on concrete foundations for families that own their own land and 10'x 12' "portable" homes for families living in squatter camps along the railroad tracks. They get as many supplies from local businesses as possible and buy meals from local families.

When Meltvedt first visited Tijuana in the earliest days of the organization, it was the children that stood out to him—children with heads covered in lice and with limited access to real nourishment and education. He extended his first mental picture of Club Dust to include an image of his future children standing with him in Mexico, helping children born under less fortunate circumstances.

"Our kids understand that life is a wonderful combination of giving and taking," says Meltvedt, who now has three daughters aged 9, 12, and 19. "Club Dust has two goals: 50 percent is the application of James 1:27. But the other 50 percent is providing the foundation for my children, adults, or anyone who wants to help, to experience being in a third world-like environment, a place of great need which has no back-up systems for its people, like social security or food stamps."

Meltvedt holds up one woman, Irene, as a prime example of someone who desperately needs such a system. In a portable home built by Club Dust along the train tracks, she lives with seven children, a drug-addicted, largely absent husband, and no identifying paperwork. "Without paperwork her kids couldn't go to school. The children are just wonderful—they are God's loved creation. The fact that they were born into such a situation doesn't qualify them for such poverty," says Meltvedt.

Knowing that the cycle of poverty would continue for Irene's children without an education, Meltvedt made a plan last year to get them in school and began the exhausting, bureaucratic process of procuring government IDs for them. None of them even had birth certificates—the first requirement for them to get a spot in the local elementary school.

"There is no difference between Irene's kids and my kids, yet mine go to school and hers couldn't," he remarks. By September 2010 Club Dust had attained IDs for four of the children and bought them uniforms and backpacks to start school. "There are hundreds of kids who don't go to school for the simple reason that they

can't afford the uniforms required by the school policy. Our newest focus is on getting kids into school; we are committed to getting at least 500 of these kids into school where we build."

Today Meltvedt's own children travel with Club Dust each month and in September they hosted a party for Irene's children. The girls and their mother Robin, a 1983 Seaver College graduate, also cheered him on when he completed a 20-mile swim from Catalina Island to Palos Verdes this September. The swim raised over \$17,000, and the money has already bought hundreds of uniforms for children in Mexico. Now the organization is working on starting an active microfinance project there as well.

"Through the experiences of Club Dust we have learned that practical faith is about joining together with people to meet the needs of this world one person at a time," says Meltvedt. "Volunteers are grateful to serve, families in need are grateful to be served, and everyone has a sense of belonging because anyone is welcome at a Club Dust trip. The world's problems are really just lots of small problems that can be solved one human being at a time." ■



The WAVES OF SERVICE movement celebrates, supports, and connects Pepperdine alumni committed to volunteerism and careers of service worldwide. Learn more about alumni like Ray Meltvedt and how you get can get involved at www.pepperdine.edu/wavesofservice.

Pursuing Veritas

Exploring God's place in higher education

By Sarah Fisher



Pepperdine students queue up outside Elkins Auditorium for the Veritas Forum.

In the spring of 1996, author and professor Mary Poplin was alone with Mother Teresa at the Missions of Charity in Calcutta, India, wondering where to find her calling once she returned to America. “Mother Teresa told me that God doesn’t call everyone to work with the poor and he doesn’t call everyone to be poor. She pointed her finger at me... and said ‘God calls everybody to a Calcutta. You have to find yours.’”

Poplin channeled her experiences into the book *Finding Calcutta: What Mother Teresa Taught Me About Meaningful Work and Service*, and shared her story with hundreds of students and visitors as keynote speaker at Pepperdine’s second Veritas Forum (see sidebar). Poplin, a professor of education studies at Claremont Graduate University in California, presented her thoughts in two parts: first, how she was able to ultimately reconcile her two identities—Christian and professor—when she found her faith after years as a secular, even anti-Christian intellectual; and second, how her ultimate search for calling led her to spend two months in a Calcutta orphanage with the world’s most famous missionary.

“Veritas is about exploring life’s big questions, and Poplin hit some of those

questions head on: Why are so many people hurting? What should I do about it? Why does it matter?” says Blake Edwards, a third-year law student who led the forum as emcee and moderator. “I hope the audience left the forum thinking about how they can alleviate suffering in their own special way, and thinking about their calling.”

The forum audience was moved, some to tears, by a clip of a documentary, *Mother Teresa*, which showed Mother—as Poplin and the nuns in Calcutta called her—rubbing the chest of an emaciated, disabled boy as he struggled to breathe. Because she did not try to convert the people she served but instead focused on meeting their most basic needs of survival, intellectuals often describe Mother Teresa as the ultimate social worker. Yet Poplin pointed out in her lecture and

in *Finding Calcutta* that Mother Teresa always asserted her calling was not social work but actually religious work.

"I saw the documentary and was stunned when she said that," Poplin said. "From a secular humanist point of view, Mother Teresa was simply a good humanist, maybe even an extraordinary one ... But Mother Teresa said that what made her do what she did was three visions of Jesus speaking to her on the cross. She was already working with the poor, teaching social studies in India. She said that Jesus told her: 'I want you to go into the darkest holes of the poorest of the poor and take me to them because I love them.'"

Mother Teresa may not have openly struggled with what the world wanted of her and what she knew her calling was, but Poplin certainly did after a vivid dream about Jesus implored her to reevaluate her faith. After decades of being a fervent secularist and, later, a spiritually restless intellectual, Poplin slowly came around to the idea that academia could—and must—be inclusive for people of faith.

"Even though universities came from the monasteries, they have become secularized to open them up to more ideas. But what it actually

did was close them down to ideas of Christianity," she explained. "One of my graduate students told me many years later that I told them they could use any source in their research paper except the Bible. Because," she added, laughing at the memory, "I was a liberal, open-minded professor!"

Poplin devoted part of her lecture to addressing the discrepancy between institutions that stand for truth and knowledge while writing off a huge percentage of the population because of a belief system.

"Having gone to a large public university as an undergraduate, I know firsthand how much the academy looks down on religion in general and Christianity in particular," says Edwards. "It became very ironic to me when I decided that Jesus actually made a lot of intellectual sense."

Poplin concluded her talk by saying that she believed the Christian students at Pepperdine are fortunate to attend an institution of Christian tolerance. "It takes extraordinary effort to remain faithful and I don't for one minute underestimate what this generation is up against." ■



Kelly Monroe

THE VERITAS FORUM

More than 17 years ago, Kelly Monroe, a student at Harvard Divinity School, observed that many of her fellow students felt isolated in their search for meaning and truth. Monroe began to encourage Harvard students, alumni, and professors to write down how their life stories led them to discover "veritas" or truth in the person of Jesus Christ. These stories led to Monroe's book, *Finding God at Harvard: Spiritual Journeys of Thinking Christians*, and a forum that was held for students and faculty from various disciplines and cultures to share their own questions, suffering, journeys, and discoveries with the Harvard community.

Today the Veritas Forum nonprofit organization works with students to host forums at their respective college campuses to explore "truth," often from a Christian perspective. A number of universities across the nation and internationally have responded to the desire to explore true life by creating their own "Veritas Forums," including Oxford University, the Free University of Amsterdam, the University of Paris, York University in Toronto, Canada, and campuses across the United States.



Mary Poplin addresses the Pepperdine crowd.



A SAFER FUTURE SECURED

AS SENIOR GENDER
ADVISOR TO THE
UNITED NATIONS IN
LEBANON, SCHOOL OF
PUBLIC POLICY ALUMNA
KRISTEN CORDELL
CREATES PEACEFUL
POLICY FOR WOMEN
AMONG THE ASHES OF
CONFLICT.

By Sarah Fisher

In a Palestinian refugee camp, 28-year-old Nevine turns down a scholarship to earn her PhD in London, U.K., because she cannot leave the compound without a husband. Her friends are refused permits to work outside the camp because that would require interacting, unaccompanied, with male soldiers at the border. Meanwhile, in postwar Liberia, a female soldier discovers she is HIV positive, like many other women who were abused during the country's recent civil war.

Kristen Cordell (MPP '05) knows these women, and many more like them, in war-torn or post-conflict developing nations, who live with restrictions on mobility, speech, education, and employment. Some live with outright physical and sexual violence. "Life is very difficult for these women in refugee camps and postwar countries—they are economically insecure, logistically insecure, and socially insecure," she affirms.

Cordell has spent the last three years researching and advising on issues affecting women in Lebanon, Liberia, and the Democratic Republic of the Congo (DRC) with the United Nations and the nonprofit global policy think tank RAND. She uses her findings to recommend new or amended policies to protect and secure women in vulnerable positions. Since September 2009 she has served as the United Nations

Relief and Works Agency senior gender advisor in Tripoli, Lebanon, at one of the 12 Lebanese facilities for Palestinians displaced by the 1948 Arab-Israeli war. The human rights laws for these female citizens of nowhere can be unclear at best or, at worst, overridden by competing cultural influences. “The refugee camp is very conservative and closed. People cannot enter or leave at will,” Cordell explains. “With no exposure to freedom of ideas, arts, or culture we’re seeing a real back-stride of tradition taking over.”

Tradition in this sense means oppressive patriarchy, as in the case of Nevine. “We’re seeing the party line of ‘in our culture it’s okay to beat women, or marry at 12 years old,’” says Cordell. “In these contexts—in the camps and in postwar Liberia—culture is an explanation for violence. It’s an excuse.”

Today Cordell is lobbying on behalf of women in the Palestinian refugee camp as it gets rebuilt following a 2007 attack that leveled the compound. In addition to evaluating what issues affect women in the rebuilding—structural, political, and social—she is promoting elevated visibility and seniority of women in security roles.

Cordell explored the positive effect of having women in leadership security roles in a 2008 study she coauthored for RAND titled “Women and Nation-Building.” The study focused specifically on redevelopment in Afghanistan following the U.S. invasion post-9/11, but the research findings can be applied to Palestinian refugee camps and other postwar societies.

“We found that when women are included in the early stages of building or rebuilding a nation, it rocks the boat for a while, culturally, but also creates momentum for a safer society,” Cordell says. “It was a really exciting find.” In particular, she learned that when women are included in visible, public roles, fellow female citizens are better protected from harm or at least better able to report crimes against them. “Security is paramount in allowing a society to develop,” Cordell emphasizes.



In the five years since she graduated from the School of Public Policy and joined the field of research and policy writing, Cordell has seen some vast improvements in countries afflicted by conflict. Palestinian refugee camps in Lebanon and Syria have been taking strides to help women safely report abuse by building secure phone lines in the camps. Christian and Muslim women in Liberia banded together to create the Women of Liberia Mass Action for Peace, which brought an

end to the second civil war in 2003 and helped pave the way for the election of Africa’s first female president.

Then in 2008 Cordell personally worked on U.N. Security Council Resolution 1820, which she calls a “landmark resolution against rape as a tool of war.” The resolution commits the Security Council to seek out suitable ways to end sexual violence in armed conflicts, and punish the perpetrators. “We’ve really come a long way in our understanding of rape as a tool of war,” she says.

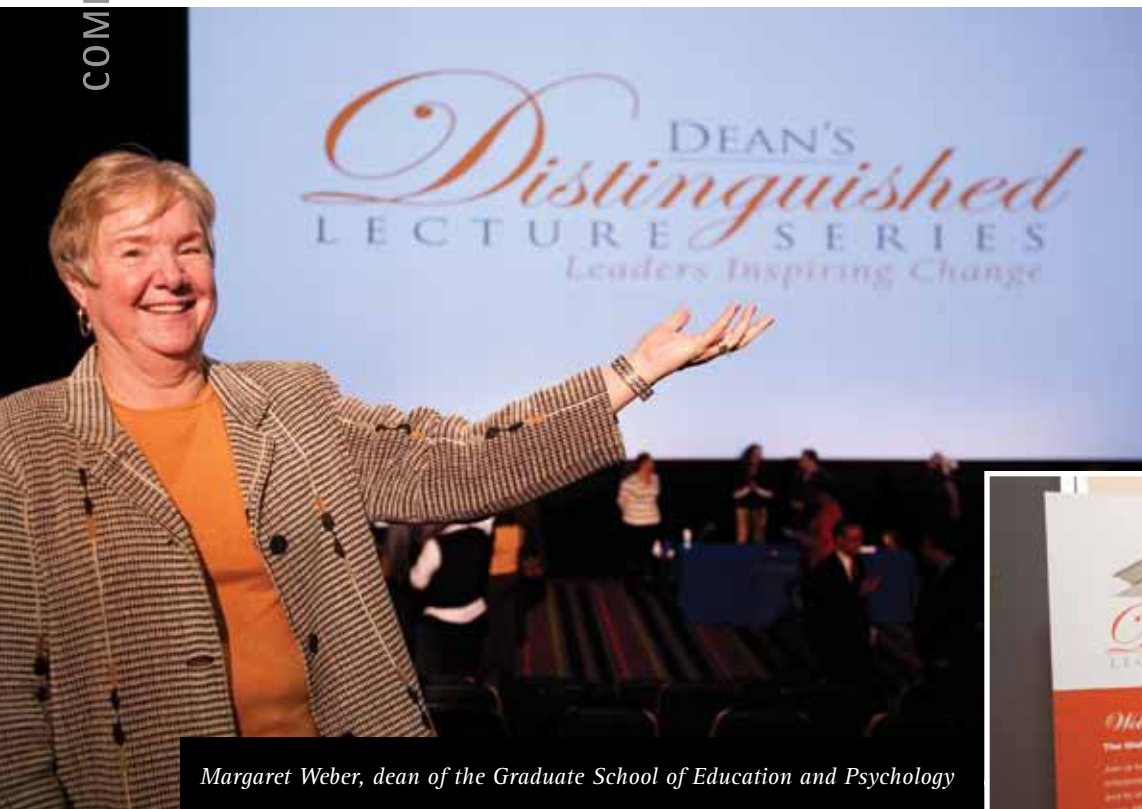
Raised by her midwife mother who was once in the military, Cordell learned from a young age that a woman’s rights begin with self-ownership of her body and childbirth. Her career choice has brought a few inevitable brushes with danger—including a battle with malaria and airplane hijacking—but Cordell’s passion for women’s rights has only grown thanks to the “countless impressive women” she has met who have survived conflict with courage, endurance, and compassion.

She recalls when Nevine had to turn down the chance of a lifetime in London; she

now works with the United Nations to help her fellow Palestinians. “In America there would be a sense of disappointment about sacrificing a PhD opportunity to stay with family. But she is happy to work with us, putting in time and effort to do a great job. Her attitude is amazing.” ■

➔ **ON THE WEB** Read more of Cordell’s story at magazine.pepperdine.edu/safer-future

INSPIRING CHANGE



Margaret Weber, dean of the Graduate School of Education and Psychology

The Graduate School of Education and Psychology debuts its Dean's Distinguished Lecture Series with a journey to the business core of social enterprise.

By Sarah Fisher



When Jerr Bosch joined the Peace Corps in the late 1960s, he helped educate dozens of lower-caste young boys in a quiet Indian village. Although his presence affected their lives deeply, Bosch wouldn't truly learn the impact of his work until 30 years later.

When Bosch, now director of the Institute for Social Entrepreneurs, returned to the small village, he was reduced to tears as almost every single one of his students—now grown men with children of their own—gathered to welcome him back. What the men remembered most was how knowing that people around the world cared about their futures had impacted their sense of purpose and optimism.

Bosch shared this story as the inaugural speaker of the Dean's

Distinguished Lecture Series at the Graduate School of Education and Psychology, offering an example of the unseen impact one idea, group, or organization can have on the many “villages” in need across the world. “Find a village of your own,” he implored the audience of students and alumni, “and keep it close to your heart.”

The new lecture series, dubbed “Leaders Inspiring Change,” was created to bring leading agents of change to the University to discuss the challenges and opportunities of servant-leadership in communities across the world. Coinciding with the debut of the school's new MA degree in social entrepreneurship and change, Bosch's lecture was fittingly titled,

“The Global Rise of Social Enterprise.”

“An understanding of the social issues that confront our world is critical,” says Margaret Weber, GSEP dean and chair of the new social entrepreneurship and change program. “Bosch presented the concepts of the social issues in relationship to business practice. The highlight of the event was the breadth of the ‘social entrepreneurship’ concept, incorporating both domestic and global enterprises.”

Before Bosch took to the podium, Weber asked the attendees what it means to be a citizen of the world and posed the question, “Who will be the agents of change on great projects to eliminate poverty?”

Great projects, she told the audience, build a better world for future generations, transcend personal ambition, and are led by inspirational visionaries.

As an insider known as one of the founders of the social enterprise movement worldwide—Boschee was named in the *NonProfit Times* Power & Influence Top 50 list for nonprofit sectors three times in the last decade—he was the ideal speaker to kick off the series and tackle this topic. The former journalist and entrepreneur now devotes himself to inspiring fellow visionaries through seminars, workshops, and coaching services as part of the Institute for Social Entrepreneurs. His lecture focused on how the social enterprise industry evolved, examples of failed and successful social enterprises from a dozen countries around the world, and the unexpected leaders of change behind the successful enterprises.

The fundamental idea behind social enterprise is that problems affecting a community, from environmental hazards to low standards of education, are positively affected by business organizations with socially driven agendas. “Social enterprises go beyond the traditional concept of corporate social responsibility,” says Boschee. “They directly confront the major unmet needs of society through businesses themselves rather than grappling with them indirectly through socially responsible practices, such as corporate philanthropy, equitable wages, and the use of environmentally friendly raw materials.”

Boschee highlighted some of the best known examples, such as the microfinance organization Grameen Bank in India, which provides small business loans to poor-yet-capable communities, and the

Delancey Street Foundation, which reintegrates former drug users and criminals into employed society by operating small businesses that are managed and run by the residents.

“Boschee shared some inspiring examples of current social enterprises that started from one person’s idea to make something better in their village or community,” says Khristine Valladolid (MA ’10), who graduated from the school’s marriage and family therapy program in May. “They really put things in perspective about how ideas can proliferate into real and tangible resources for the less fortunate.”

SOCIAL ENTERPRISES GO BEYOND THE TRADITIONAL CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY. THEY DIRECTLY CONFRONT THE MAJOR UNMET NEEDS OF SOCIETY THROUGH BUSINESSES THEMSELVES RATHER THAN GRAPPLING WITH THEM INDIRECTLY THROUGH SOCIALLY RESPONSIBLE PRACTICES.

—JERR BOSCHEE

Most of the example organizations operate with bottom lines and need to be in large part financially independent in order to survive. It is risky, Boschee warned his audience, “to live by the rules of business.” The reward, however, for good business strategy and perseverance comes when a social enterprise is successful and large numbers of people benefit from that success.

“With the recession limiting what people are able to give to nonprofits right now, there’s a greater need for social entrepreneurs to help provide for consumer needs while tackling societal needs,” adds Molly Drobnick, a student of the new social entrepreneurship and change program. “Boschee provided a real-world view of the

challenges social entrepreneurs face, while emphasizing how rewarding it is to creatively alleviate social issues through social enterprise.”

The inaugural Dean’s Distinguished Lecture opened the series on a high note. As Boschee led the audience on a journey to explore what social enterprise has done so far and what it can do in the future, he built upon a simple, tangible idea from Weber’s introduction: “Dare to dream to inspire change in community.” ■



➔ **ON THE WEB** Watch video footage of the lecture at magazine.pepperdine.edu/inspiring-change

Learn more about the masters of arts degree in social entrepreneurship and change at gsep.pepperdine.edu/masters-social-entrepreneurship-and-change

BLAZING TO THE TOP

LAW ALUMNUS RICH CHO TAKES THE HELM OF THE PORTLAND TRAIL BLAZERS AND BECOMES THE FIRST ASIAN AMERICAN GENERAL MANAGER IN THE HISTORY OF THE NBA.

By Emily DiFrisco

THREE YEARS AGO, THE PORTLAND TRAIL BLAZERS WERE ON THE CUSP OF GREATNESS. After years of failing to make the playoffs, the franchise hired new management and won the 2007 NBA Draft Lottery, securing Greg Oden, the promising center from Ohio State.

In the years that followed, their luck waned. They won games, but multiple player injuries and other issues held them back from ever taking the championship. Meanwhile, the Oklahoma City Thunder (then the Seattle SuperSonics) won the second overall pick in the 2007 lottery. They chose Kevin Durant, who went on to win NBA Rookie of the Year and to lead the NBA in scoring—becoming the youngest player ever to win the NBA scoring title. Despite a tumultuous move and name change in 2008, the Thunder doubled their win total from that year to 2010 and made it to the playoffs before being defeated by the Los Angeles Lakers. Then in July 2010, the two stories intersected.

The Trail Blazers' owner, Microsoft

sports management. After interning with the SuperSonics during law school, he was hired full-time in 1998. When the franchise moved to Oklahoma City, he relocated with the team, working as assistant general manager for the past nine seasons.

His current post makes him the first Asian American GM in the history of the NBA. "It's an honor," says Cho. "It's humbling. But it's not something I dwell on. I just want to do a good job. My goal was never to be a general manager, my goal was to be a *successful* general manager and to help the team win a championship."

To that end, Cho has already enacted changes since he accepted the job in July. He has hired two new assistant

library and took an hour-long bus ride in to work every day. "Coming from a humble background made me not only hungry to succeed, but I also wanted to make my parents proud," says Cho.

The close-knit family suffered a major blow when Cho was a law student. "My father passed away from a heart attack just a few days before my second year of law school started," he reflects. "I was very close to my father and really struggled that semester, even contemplating quitting law school or taking the year off. Looking back, staying at Pepperdine and finishing law school was the best way to honor the memory of my dad."

Yet another life-changing event



Rich Cho (center) speaks at a press conference with Trail Blazers president Larry Miller (left) and head coach Nate McMillan (right).

—photo credit: Portland Trail Blazers

cofounder Paul Allen, sought the strategic leadership behind the Thunder's success. He hired Rich Cho (JD '97), the assistant general manager for the Thunder to take the helm of the Trail Blazers. Cho's background in sports, engineering, and law convinced Allen that he was the one who could take the Blazers from good to great.

"Rich has depth of character, a foundation in business and legal matters and a knowledge of the game of NBA basketball that will help our team get even better," said Allen in a statement. "He is part of the new generation of NBA executives."

The "new generation" refers to GMs who are analytical thinkers instead of former pro basketball players. Cho fits the description to a tee. After earning a degree in mechanical engineering, he was an engineer for Boeing for five years before attending the Pepperdine School of Law for his JD, where he had the express goal of entering the world of

general managers, overhauled the player development program, placed an even greater emphasis on analytical scouting and quantitative analysis, and created a new rating system for judging talent.

He calls the system the "eyes, ears, and numbers approach." "Eyes" refers to in-person scouting and film scouting. "Ears" signifies doing the background work on players. "What are we hearing? Is the player a hard worker? How is he as a teammate? Is he a leader or follower? What is his personality like?" Cho says the "numbers" aspect is the evaluation of the player. "Is he consistent? How does he play in the big games? How does he play when games are close?"

Ascending to the top was a long road for Cho, who was born in Burma then moved to Seattle with his family when he was three years old. Early on, his family was on welfare and food stamps. His father worked the graveyard shift at 7-Eleven and his mother worked in a

happened while Cho was at Pepperdine: he met his future wife, Julie Heintz-Cho (JD '97). They now have two daughters, Miranda and Annika.

During law school summers, Cho interned for the SuperSonics, working for GM Wally Walker. Cho developed a sophisticated software program to rank players in 1995 and even did scouting for the SuperSonics while studying for the Washington State bar exam. "I've been really lucky to work for people like Wally Walker and Rick Sund, the GM after Wally, and Sam Presti in Oklahoma City," says Cho of his early training.

As he takes his years of experience to Portland, Cho is excited for the new season and hopes the team will achieve new heights. "I don't want to just be the best basketball franchise in the league because that's too limiting. There are only 30 teams. I want to be the best-run pro-sports franchise, period." ■

DISPROVING THE SOPHOMORE SLUMP



Danielle
Kang

class: Sophomore
hometown: Thousand Oaks
major: Undeclared
height: 5'6"

RECENT ACHIEVEMENT

I just got back from the World Amateur Team Championships in Argentina. I played for the United States along with two other golfers, and we won the Silver Medal after competing against more than 50 other countries. It was such a different and wonderful experience to play for my country.

LEADER OF THE PACK

It was really incredible to win the 2010 U.S. Women's Amateur in North Carolina. As an athlete you keep practicing to reach a goal, to be where you want to be. I worked so hard and it felt great to accomplish exactly what I'd been working for.

SIBLING RIVALRY

I first started playing golf when I was 12 years old. My dad and brother liked to play, and everyone was talking about how great my brother was. I hated it! The only reason I started playing was because I got upset. Now my brother plays for the San Diego State men's golf team.

We play together when we have the chance and it's a lot of fun.

LOVE OF THE GAME

When it comes to golf, it's all about you. What you work for is what you get. Only I can cause my mistakes, and I alone control the outcome. I rely on myself on the golf course, and that's what I love about it. When the pressure mounts I just tell myself that I've done this a million times and I'll do it again. That's what practice is for. I know what to do.

TOP TIP FOR NEW GOLFERS

I don't think anyone can be too patient. It's one of the things I'm still working on. Golf is one of the most frustrating sports ever; every little mistake matters and you can't go back. Instead you have to just let it go, accept what's going on, and move on to the next shot. The ones who can let the mistake go and not carry it over to the next shot—those are the ones who will succeed.

Waves Women's Golfers Excel at the World Amateur Team Championships

This fall Kang joined a distinguished roster of Pepperdine competitors at the World Amateur Team Championships. Pepperdine senior Martine de Gannes finished up her second appearance at the World Amateur Team Championship by captaining Trinidad and Tobago to a tie for 38th place at the 52-team competition in 2010. In addition, alumnae Katherine Hull ('03) and Lindsey Wright ('03) were part of the winning Australia team in 2002, and Carolina Llano ('06) and Eileen Vargas ('07) helped Colombia finish Third Place in 2006.

Meet two standout Pepperdine athletes who are just getting better with age.

Maurice Torres { *class:* Sophomore
position: Opposite
major: Public Relations
height: 6'7"

COMPETING WITH USA VOLLEYBALL

I've played with the USA Volleyball (USAV) youth system since my sophomore year of high school and now I'm on the USAV Junior National Team. Both teams I've played on won the Gold Medal at the NORCECA championships—the tournament for our region to qualify for world championships. I feel lucky and blessed to be a part of it.

MOST MEMORABLE MATCHES

Our match at Pepperdine against USC was the best game I had as a freshman. I remember being so nervous that I couldn't think straight. This year with USAV Junior National team I played against Puerto Rico in the semifinals. It was the best match that I had played internationally. I was born in Puerto Rico and I know a lot of guys on that team. All they could say is, "You need to come play with us!"

ALL IN THE FAMILY

The coolest thing about me is my family: my parents and three sisters, all athletes. Both my parents are deaf; my mom was a Deaflympics athlete in volleyball and my dad played semi-professional basketball.

It's fun to have parents of that caliber but it also puts a weight on your shoulders because you want to do as well as you can. They push me to be better on and off the court.

NATURAL SKILLS

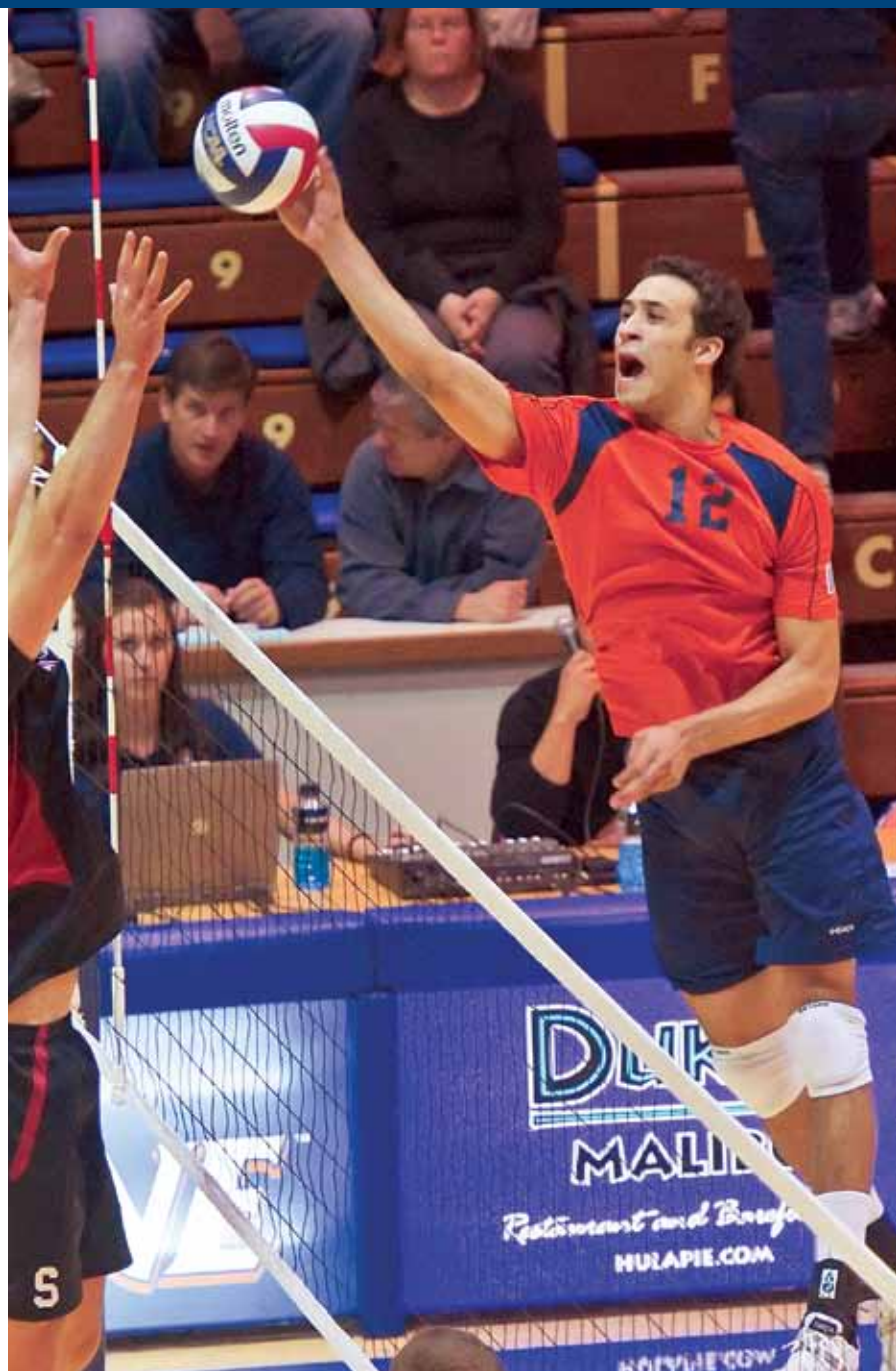
I played soccer and basketball growing up, and began playing volleyball as a freshman in high school. I was tall, I could jump, but I didn't have any skills. My parents always encouraged me to play whatever I wanted. My mom will still tell me what I can do better, no matter how well I'm doing, but she's also my biggest fan. She's the loudest person in the gym.

WAVES TEAMMATES

There's an old saying in volleyball that the best serving team out there is the guys on the other side of the net during practice. Our first and second teams are both amazing, and we get game-quality practice whether we're in a match or not.

NUMBER ONE GOAL

To bring the national championship back to Pepperdine. Marv Dunphy is arguably the greatest coach to have ever coached men's volleyball. It would be my pleasure and privilege to help bring the championship back to Pepperdine.



➔ **ON THE WEB** Men's volleyball coach Marv Dunphy, his 2005 NCAA Championship-winning team, and golf alumna Lindsey Wright were all inducted into the Pepperdine Athletics Hall of Fame this fall. Learn more about these and other Waves greats at magazine.pepperdine.edu/hall-of-fame



Sketch Artist

Broadway caricaturist Matt Logan captures the theatrical spirit in pen strokes.

"This is a funny one. I was commissioned by Aaron Lazar and the other principals of the revival of Les Misérables to pay homage to the whole company. All too often the company members are ignored, but this time the principal roles wanted to equal the playing field. So I worked for weeks to capture each and every actor. It was exhausting but I am pleased—as was the company!"





"I was commissioned to do the revival of La Cage Aux Folles for Gary Beach for opening night. From there I was hired to do six more and this is one of them. The whole opening number was full of energy from the Cagelles and at the core of all of that excitement was my friend Gary. Gary is a joy to capture. He was plucked from another era. His talent for stage and comedy is similar to Carol Burnett or Tim Conway—pure genius—and this made my job easy."

The audience holds its collective breath, captivated by the energy and emotion of the actors on stage. No one moves a muscle—except one man in the dark back row, pen and sketchpad thoughtfully engaged.

"My pursuit is to try to capture what the performance brings, more than just the performance," he says. In recent years theatre artist Matt Logan ('00) has been garnering increasing renown for doing just that. With simple black and white pen strokes he communicates on paper the life each actor breathes into his or her performance on stage.

The process is loving but laborious. "If I don't see the show, my compositions do suffer," he notes. "I don't know the full context, or body positions, or expressions." Logan attends at least one performance for each show he illustrates, sketching as much as possible from the shadowy seats of the theatre or hurriedly in the lobby during intermission. He then uses production shots to capture small

details, particularly in the face. "The more expressive the actor is, the easier it is to catch. But I can easily go through 90 sketches for just one composition," he says.

Logan polishes off his sketches from his home in Nashville, Tennessee, where he runs the professional theatre company he cofounded, Studio Tenn. "It's really why I moved back to Nashville from New York. I was learning so much in New York, but I realized there was a void in my hometown." Now in its first full season, Studio Tenn will run four classic shows of musicals and dramas, most of which Logan has performed personally throughout his career. "We want to entertain and educate at the same time. I believe theatre is a learning opportunity and an event that can bring people together. It's about community."

The theatre community itself has embraced Logan since his earliest days as an actor at Seaver College and in Los Angeles after graduation, when he developed the habit of giving his cast-mates show compositions

as a closing night gift. He headed to New York in 2002, just a few months prior to the death of renowned caricaturist Al Hirschfeld. "Hirschfeld made a classic claim out of his caricature work and there was a longing for his work. Everyone was missing what he brought to the table. That's really where my work began."

Word of Logan's talent spread in the New York theatre community, as friends, cast-mates, and strangers began requesting his unique pen and ink portraits. In addition to his published commercial work, his drawings have been commissioned by such celebrity clients as Hugh Jackman, Bernadette Peters, Jude Law, Martin Short, Mike Nichols, Dolly Parton, Mary Tyler Moore, Katie Holmes, Harry Connick, Jr., and Morgan Freeman.

"They're not quick and easy," Logan says of his compositions, "but I do get very passionate about my subjects and challenge myself to be better. The role that my work seems to play in actors' and producers' eyes is really a gift." ■

My City THE BEAUTIFUL

SCHOOL OF PUBLIC POLICY ALUMNUS CHRIS PAULSON REVIVES HIS HOMETOWN OF ALHAMBRA FROM THE GROUND UP.



Travel eight miles northeast from the downtown Los Angeles civic center and you will enter Alhambra, California—a city nestled in the western portion of the San Gabriel Valley. Like many parts of the Los Angeles area, sections of Alhambra have fallen into disrepair. Rather than allowing urban blight to inhibit local businesses and increase crime, Alhambra’s city leaders have launched an aggressive plan to redevelop the downtown area. Chris Paulson (MPP ’09) is a member of the team leading this charge. Born and raised in Alhambra, Paulson began working for the city as an intern while at the Pepperdine School of Public Policy, then

stayed on after graduation until an administrative analyst position opened.

During the past two years with the city, Paulson has worked for “visionary” city manager Julio Fuentes.



Fuentes firmly believes that people respond to what they see—that well-maintained buildings, potted plants, and paved roads have a positive effect on people’s daily lives.

With support and guidance from the city council, Fuentes and his team envisioned a beautification project to breathe new life into the downtown community of Alhambra. Equipped with more than \$100,000 in funding derived from property taxes, the Alhambra Redevelopment Agency got to work. Paulson began by leading a project to



repaint business exteriors. They hired an architect to plan a uniform color palette for the buildings and contractors to undertake the improvements.

They painted more than 50 businesses in 20 buildings, and the public reception was outstanding. Business owners were appreciative, with some, particularly restaurants, noting that their revenue increased. Other businesses asked when they were next.

"Civic pride is one of the greatest things you can instill in people," says Paulson. "With the right amount of civic pride you can basically eliminate crime. No one wants to litter, or graffiti, or break a car window, if they care about the community they live in. Especially in this economy, it's so important to have the community see the city spend the money to make it better."

The next phase of the painting project spanned February to March of this year. With more than \$150,000, they painted another 55 businesses in 20 buildings. In total the city has rejuvenated 105

businesses in 40 buildings spanning nine blocks of downtown Alhambra.

The successful painting project is just one part of the city's multistage campaign to revive the downtown area. To soften the harsh exterior of commercial areas, Paulson used \$25,000 that the redevelopment agency authorized to line the same nine-block stretch with 113 potted plants. The response again was immediate and positive. Other projects include a postcard campaign advertising local businesses and discounts, and \$100,000 for entertainment in the town center on weekend evenings. With the new, lively ambience set by performers on street corners, residents of Alhambra now spend more time and money downtown.

"It's even more special for me to do things that are fun and beneficial to the city I am from and still live in," Paulson remarks. "I get to experience the transformation, see things changing every day. The local level is where you

see what you're doing make a difference."

This year the city also revived a program from the 1980s called "Alhambra Beautiful," which awards and celebrates attractive residences, providing incentive for homeowners to take care of their properties. The city named 10 "Alhambra Beautiful Homes" and next year will expand the program to businesses and multifamily dwellings.

"We're doing everything we can to promote our city," says Paulson, who notes that Alhambra business hasn't slowed in this economy. "If people see the city doing something to benefit them, they respond positively. There's no limit to what you can do when people care about their community." ■



A MODERN-DAY SUPERMAN

By Jeff Banks

Visiting professor of Humanities and Teacher Education, and Director of the Social Action and Justice Colloquium, Service Learning, and International Internships

I first met Ralph (Rafaello) a few months ago while camping in Harpers Ferry, West Virginia. I was training to be a mentor to 10 Posse Scholarship students from the D.C. area who were coming to Pepperdine this fall on full academic scholarships. The Posse Foundation identifies public high school students with extraordinary leadership potential who may be overlooked by the traditional college selection process because of lower test scores and GPAs.

Ralph struck me as a fun loving, gregarious, warm, enthusiastic type of 18-year-old. His demeanor masked a backstory rife with struggles: father unemployed, mother a janitor at McDonald's, home in foreclosure, and personal problems within the family. Ralph worked 40 hours a week from 10 p.m. to 6 a.m. at the International House of Pancakes. He turned the money in to his parents to help support the family, including his younger brother. He often came to school on just a couple of hours sleep, filled with coffee and other energy drinks. "It was exhausting; it was tough," Ralph recounts, describing his limited free time and even more limited funds.



He told none of the other students at school because he just wanted to appear like a normal high school student. He decided to drop two AP classes in order to work five days a week to support his family. "It was my 10-year-old little brother Victor that kept me going," Ralph tells me. "I was determined to show him that even though we were going through rough times, we could still make it. I wanted a normal life for him."

Ralph graduated from high school with a 3.3 GPA and is now attending Pepperdine. He is a math major and looks forward to waking up every Tuesday and Sunday morning to go to Gospel Choir. He chose

Pepperdine, he says, because it is prestigious and far away from home, because it is Christian, and he felt he would meet students with similar values.

Ralph is happy to be here, and I am happy to be his mentor and to spend several hours a week with him. In some ways he is a teacher, as well as a student. We can all learn something from this young man. Still, he faces challenges. "I just want to be a normal kid" seems to be his mantra. He earned a B- on his first exam in college. "I am not satisfied with that," he says, though he is optimistic. "I push through adversity," he notes proudly. ■

➔ **ON THE WEB** Learn more about Pepperdine's partnership with the Posse Foundation at magazine.pepperdine.edu/posse

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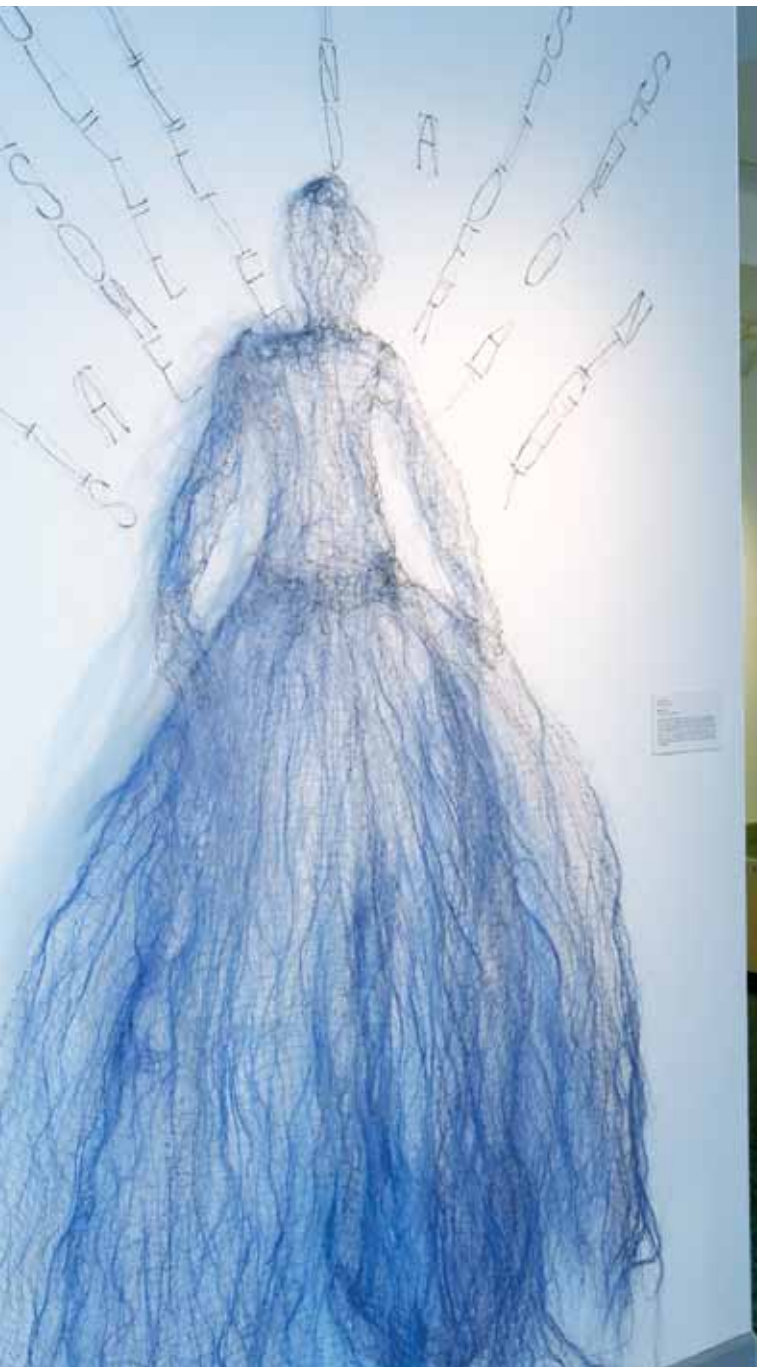
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Consumer Art

The thought-provoking "Inspired by Fashion and Finance" exhibition at the Frederick R. Weisman Museum of Art this fall explores the great impact that fashion, finance, and socioeconomic themes have had on contemporary art. From the recent international financial crisis to the media's fixation on luxury and glamour, these themes have inspired artists to look deep into the heart of today's society.



Works on display include pop artist Andy Warhol's iconic depictions of dollar signs and Marilyn Monroe, and Lesley Dill's ball gowns fashioned out of rusted metal. Other artists featured in the exhibition include Korean American Joonsung Bae and Italian new realist Michelangelo Pistoletto.

Learn more about the exhibition and the artwork seen here at
arts.pepperdine.edu/museum